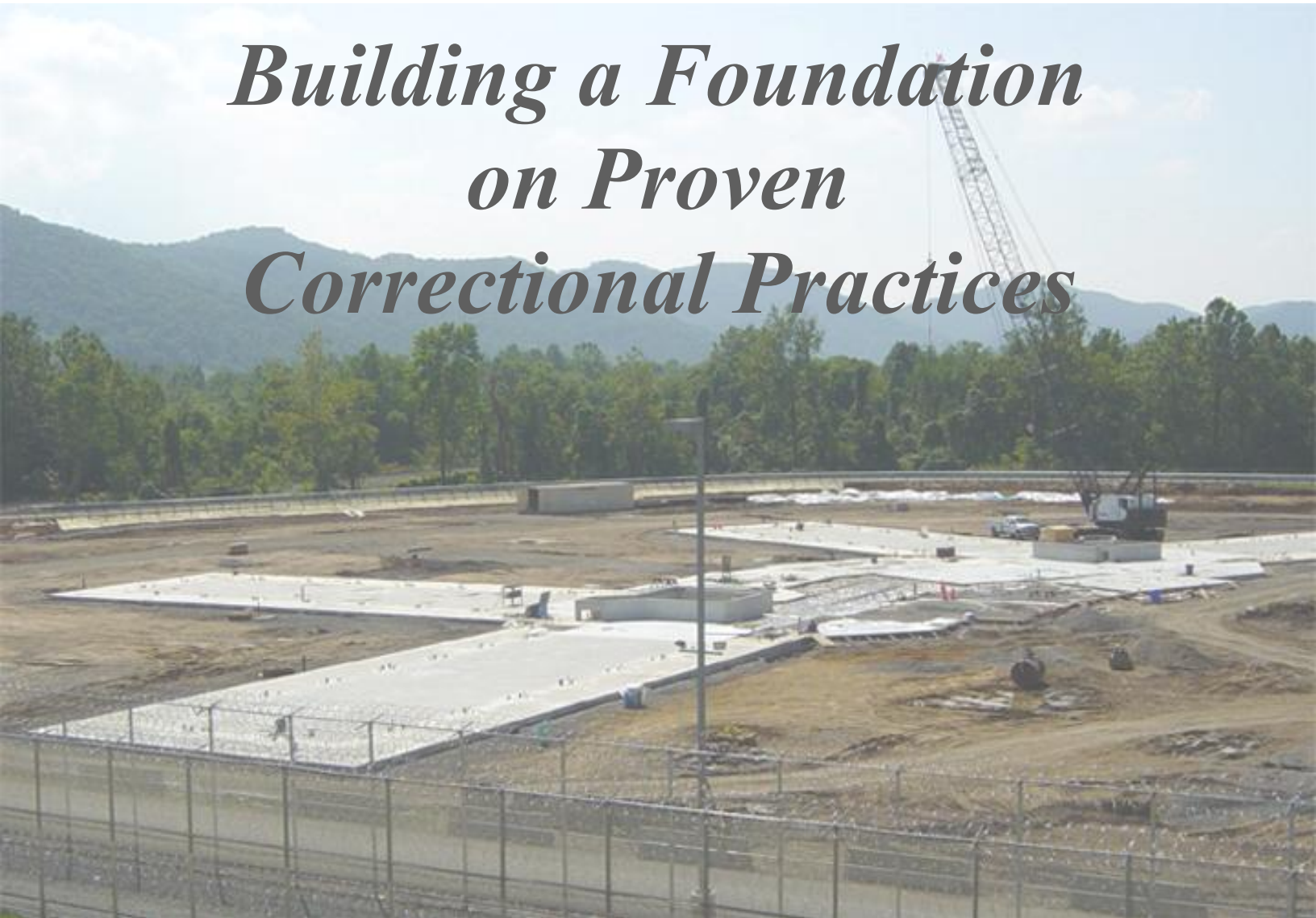




*Division of Correction*

*Building a Foundation  
on Proven  
Correctional Practices*



*~ Annual Report 2007 ~*

***Secretary Gary D. Maynard***

The Honorable Martin O'Malley  
Governor of the State of Maryland  
State House  
Annapolis, Maryland 21401-1991



Dear Governor O'Malley:

It is an honor to present to you the Fiscal Year 2007 Annual Report for the Maryland Division of Correction (DOC). Over the past year the Division has truly exemplified a will to protect the public, our employees and the offenders under our supervision through sound correctional practices.

The momentous closing of the historically violent Maryland House of Correction was the first of many needed and bold changes the DOC, and DPSCS in conjunction with your office, took during FY07. The professionalism and dedication shown by our staff during this task certainly set the tone for change in our institutions and helped project that safety and security is the number one priority for all correctional staff.

With approximately 22,000 offenders in the system at the close of FY07, half of which will return home each year, it is clear we need to continue our efforts to reduce the recidivism rates associated with ex-offenders. Our partners in such efforts include volunteers, State agencies, private businesses and community organizations. We have made increased efforts to work with those partners and build on our internal resources to return offenders to society with the necessary tools to leave the correctional system behind.

Please accept this report as evidence of a division and its employees that are determined to make a difference in Maryland and rest assured we will continue to Build upon this Foundation with Proven Correctional Practices.

Sincerely,

A handwritten signature in blue ink that reads "Gary D. Maynard".

Gary D. Maynard  
Secretary

***Interim Commissioner J. Michael Stouffer***

The Honorable Gary D. Maynard  
Maryland Department of Public Safety  
and Correctional Services  
300 East Joppa Road, Suite 1000  
Towson, Maryland 21286



Dear Secretary Maynard:

I submit to you with pleasure the Maryland Division of Correction Annual Report for Fiscal Year 2007. The achievements detailed in this report were the result of the extraordinary efforts of our employees working as a team with clear purpose.

The theme of this year's annual report is *Building a Foundation on Proven Correctional Practices*. This theme is reflective of the Division of Correction's return to the basic principles of operation management, and our dedication to providing our employees with the resources and skills necessary to thrive in their profession. We know that through enhancing the basic concepts of safety, security, and treatment in the Division, that we will be better able to meet our mission of public safety.

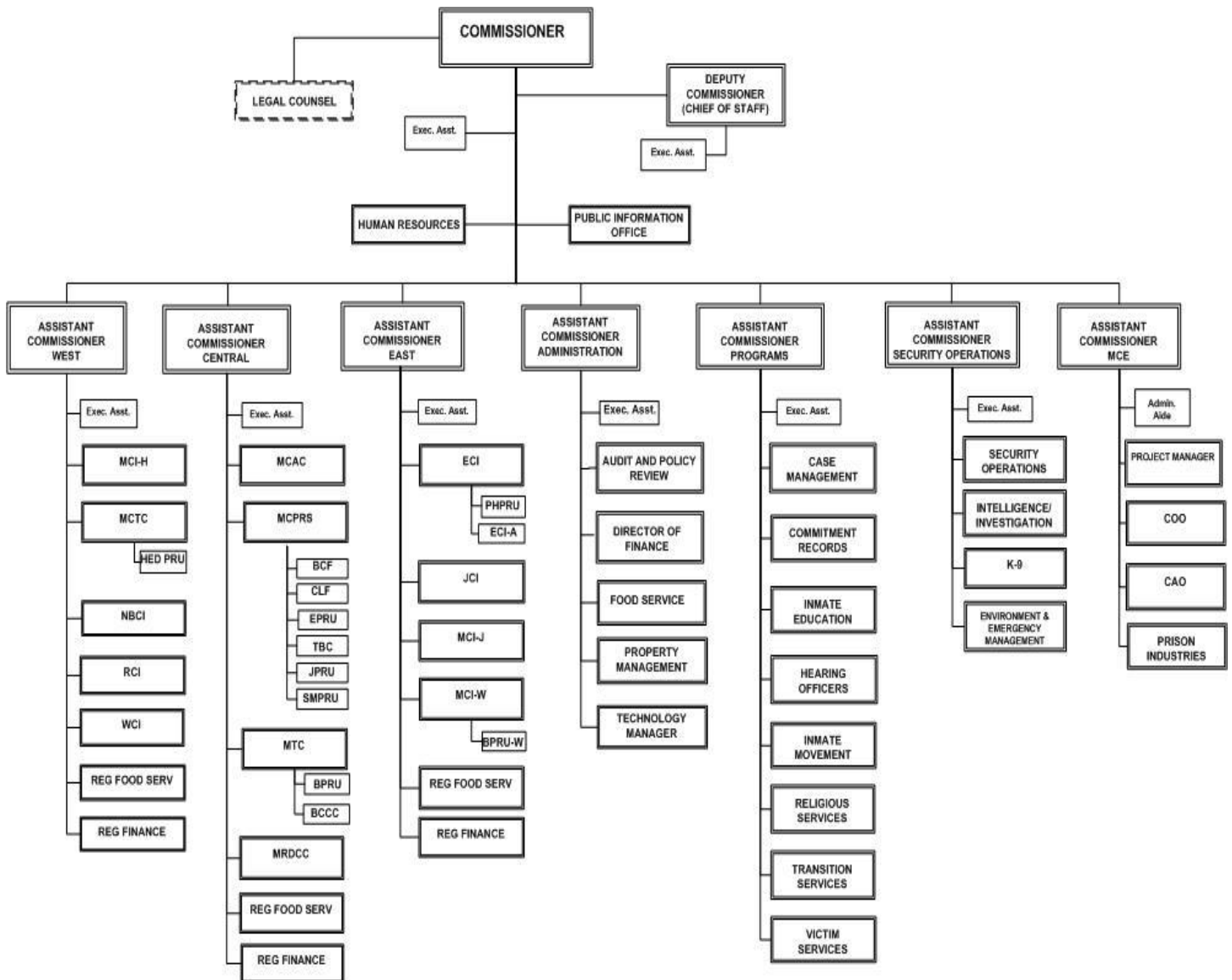
The Division of Correction is proud of the employees that made this year's achievements possible and we look forward to what we can achieve together in the years to come.

Sincerely,

A handwritten signature in black ink that reads "J Michael Stouffer". The signature is written in a cursive, flowing style.

J. Michael Stouffer  
Interim Commissioner

# Organization Chart





## *Table of Contents*

Human Resources	7
Public Affairs	7
Office of the Assistant Commissioner ~ West	
Jon P. Galley	8
Facility Summaries ~	
Maryland Correctional Institution-Hagerstown	9
Maryland Correctional Training Center	10
North Branch Correctional Institution	11
Roxbury Correctional Institution	12
Western Correctional Institution	13
Office of the Assistant Commissioner ~ Central	
Gary Hombaker	14
Facility Summaries ~	
Maryland Correctional Adjustment Center	15
Maryland Correctional Pre-Release System	16
Brockbridge Correctional Facility	16
Central Laundry Facility	17
Eastern Pre-Release Unit	17
Herman L. Toulson Correctional Boot Camp	17
Jessup Pre-Release Unit	18
Southern Maryland Pre-Release Unit	18
Maryland Reception, Diagnostic & Classification Center	19
Metropolitan Transition Center	20
Baltimore City Correctional Center	20
Baltimore Pre-Release Unit	21
Office of the Assistant Commissioner ~ East	
Wendell France	22
Facility Summaries ~	
Eastern Correctional Institution	23
Eastern Correctional Institution Annex	24
Poplar Hill Pre-Release Unit	24
Jessup Correctional Institution	25
Maryland Correctional Institution-Jessup	26
Maryland Correctional Institution for Women	27
Baltimore Pre-Release Unit-Women	28

## *Table of Contents*

Office of the Assistant Commissioner ~ Administration	
Randall Watson	29
Program Summaries ~	
Audit and Policy Review	30
Finance	30
Food Service	30
Property Management	31
Technology	31
 Office of the Assistant Commissioner ~ Programs	
Paul O’Flaherty	32
Program Summaries ~	
Case Management	33
Commitment Records	33
Education	34
Inmate Hearings	34
Inmate Movement	35
Religious Services	35
Transition Services	35
Victim Services	36
 Office of the Assistant Commissioner ~ Security Operations	
James Peguese	37
Program Summaries ~	
Security Operations	38
Canine (K-9)	38
Environment & Emergency Management	39
Intelligence/Investigation	39
 Office of the Chief Executive Officer ~ Maryland Correctional Enterprises	
Stephen Shiloh	40
 Maryland House of Correction Closure	42
Map of Maryland	43
Statistical Data	44
Operating Costs	53

## *Human Resources*

The Human Resources (HR) Unit provides leadership and guidance to the Division's field HR offices in the institutions and to Headquarters' management to ensure fair and consistent practices throughout the Division and to address employee needs such as benefits, training and career planning.

Future goals are to implement an automated system of tracking leave usage, benefits, performance evaluations and other statistical information; to develop an employee wellness program; a standard audit process for human resource procedures and continue to support field HR offices in reducing vacancy rates within the institutions.

### *Accomplishments:*

- 310 Automated System now fully operational throughout the Division.
- In concert with the Director of Food Service, submitted a proposal for a new position classification, Correctional Dietary Officer Trainee, which was approved by the Department of Budget and Management. This position allows us to hire candidates for dietary positions without food service experience and provide on-the-job training by following a two-year training program at the institution.
- Successfully deployed staff to other Jessup facilities after the closing of the Maryland House of Correction.

## *Public Affairs*

The Public Affairs Unit promotes the agency mission and manages media relations in conjunction with part-time institutional public information officers for 23 correctional institutions. The unit works with the community, schools and government organizations to enhance public awareness of the critical role which corrections plays in ensuring public safety for citizens in the state. To further international partnerships with correctional systems abroad and other law enforcement professionals around the country, the unit coordinated tours for several visitors of various backgrounds.

The office also organized several activities to include the annual Commissioner's Tug-of-War competition which benefits Special Olympics, the Correctional Employees' Appreciation Week cook-out, in addition to the Chesapeake Center Youth Development Bowl-a-Thon. The Bowl-a-Thon and Tug-of-War games provide an opportunity for staff to unite, have fun and raise money for youth in the community.



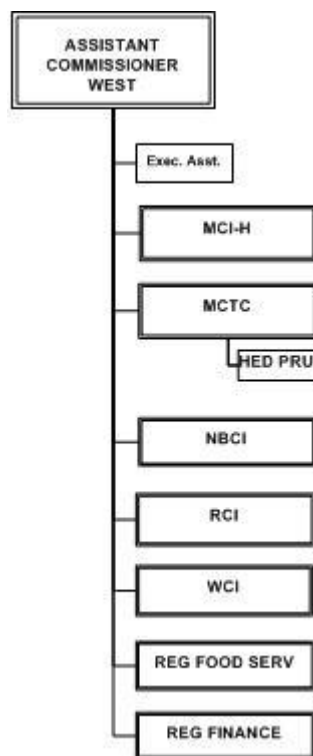
*Tug of War Games*



## West Region



*Jon P. Galley*  
*Assistant Commissioner*



Mr. Galley began his career with the Maryland Division of Correction in 1967 as a Correctional Teacher at the Maryland Correctional Training Center. In 1972, he became the Assistant Warden and in 1979 he was promoted as Warden of MCTC. In 1981 he became the Division's Commissioner.

He served as Warden of the Roxbury Correctional Institution until 1993 when he resigned to become Warden at the Montgomery County Detention Center and later served as Chief of Security at the Frederick County Detention Center. He returned to the Division to accept the position as Warden of the Western Correctional Institution in 1999. Under his leadership WCI became the first Maryland institution to achieve accreditation by the American Correctional Association, developed a Field Training Officer's program, created a firearms training range for the institution, and a relationship with the local community college was developed that resulted in the award of college credit for staff training courses.

In his current position as Assistant Commissioner for the Western Region, Mr. Galley looks forward to continued efforts in making the Division of Correction one of the best correctional systems in the country. He has a degree from Frostburg State University and graduate degrees from Shippensburg State University and Southern Illinois University and has attended advance leadership and management programs at Penn State University, the National Institute of Corrections, the University of Maryland and the George Washington University.



## Facility Summary

### Maryland Correctional Institution ~ Hagerstown

18601 Roxbury Road  
Hagerstown, Maryland 21746  
240-420-1000

Security: Medium  
Adult Males

*Nancy Rouse, Warden  
J. Phillip Morgan, Assistant Warden  
Richard Dovey, Chief of Security*



### Maryland Correctional Institution-Hagerstown

(MCI-H) is the oldest of the three prisons built on approximately 880 acres just south of Hagerstown, Maryland. Construction of this facility began in April 1932. After some funding problems, the institution was finally completed in 1942. The original main building is constructed of stone from local quarries using inmate labor and some of the finest stonemasons in Washington County.



#### Accomplishments:

- Case Management staff were trained and initiated the Victim Offender Impact Educational (VOICE) Program.
- Psychology staff provided 57 crisis interventions and 3,878 non-crisis interventions. Professional services included individual psychotherapy, group psychotherapy (Thinking for Change, Thinking for Good, Anger Management) and community meetings. This year, a major effort was initiated to screen all inmates arriving from other facilities. The screening process places a mental health provider in contact with each inmate soon after he enters the institution.
- The Maryland State Department of Education at MCI-H had a successful year for their 345 inmate students. Fifty-five (55) students earned their GED, 44 students received vocational certificates and 266 students earned literacy advancement certificates.
- Maryland Correctional Enterprises (MCE) operation not only provides meaningful work and wages for inmates incarcerated at MCI-H but also provides products for many agencies in Maryland. The five (5) different MCE shops provided industrial type work opportunities for 254 inmates and had gross sales of more than \$16.3 million for the products produced at MCI-H.
- Intelligence and Investigations reduced the number of attempts to introduce contraband and controlled the influence of security threat groups.
- In an effort to offset dietary costs for the entire Hagerstown region, the greenhouse provided tomatoes which entails an inmate detail to plant, cultivate and harvest the produce.
- An active volunteer program included over 240 volunteers providing a variety of worship, study and special holiday observances. A sixth successful Kairos weekend was held with 42 inmate participants working with self-help groups. Volunteers helped organize a Black History Month Program and an AIDS Walk-a-Thon. Three (3) separate family day events were held which were very well received by inmates and their families.
- MCI-H hosted the Annual DOC Golf Tournament and grossed approximately \$5 thousand dollars.
- A total of 51 inmates received their OSHA Powered Industrial Truck Operating Certification while working at the Hagerstown Central Regional Warehouse.

## Facility Summary

### Maryland Correctional Training Center

18801 Roxbury Road  
Hagerstown, Maryland 21746  
240-420-1601

Security: Medium  
Adult Males

*D. Kenneth Horning, Warden  
Gregg Hershberger, Assistant Warden  
David Wade, Chief of Security*



**Maryland Correctional Training Center (MCTC)** is the largest single compound correctional institution in the state of Maryland housing approximately 2,900 inmates. The institution was built in 1966 with additional housing added in 1985 and 1991. A program building was opened in 1994.

MCTC has continued progress on the Re-Entry initiative. The Gaudenzia Therapeutic Community was implemented in a housing unit and is celebrating its one year anniversary operating close to 100% capacity. Case management, transition coordinators, psychology, social work and addictions staff still conduct original cognitive style treatment groups and have expanded services to other groups and segments of the inmate population.

#### Accomplishments:

- MCTC is in the preliminary stages of two multi-capital construction projects slated to begin in the summer of 2007. This includes: a new 192 bed unit, commissary, and medical building, and a new underground steam heating system; and, window replacement in housing units to begin in the fall.
- A new Volunteer Coordinator was hired who initiated several new programs including creative writing, yoga, a drama club and a veteran's project.
- The HED/EHU pre-release facility planted and cultivated a one-acre tomato project. The tomatoes will offset dietary costs. The plants were started at



the MCI-H greenhouse then replanted at HED.

- Julie Baker, Educational Teacher received the Washington County Teacher of The Year Award.
- The Gaudenzia Therapeutic Community has completed seven graduations and processed 73 successful graduates. It is operating near 100% capacity.
- Case Management staff conducts motivational interviewing that facilitates cognitive groups to make inmates aware of their options and decision making skills. Case Management has conducted more than 20,000 interviews, 15,000 reclassification hearings, 6,000 authority moves and 677 releases.
- The Transition Coordinators work closely with all treatment staff and outside agencies to assist and develop release planning for inmates needing assistance with housing, medical, employment, mental health concerns, and veteran's assistance. Over 2,000 inmates were interviewed this year.
- The cognitive based Addiction Treatment Protocol has been fully implemented by the Addictions Department and they facilitate eight ATP groups at a time. Addictions will have treated approximately 180 inmates by the end of FY 2007.
- A television cabling system was completed in one housing unit and will be expanded to all units to allow for better TV reception. It will also provide an avenue to show movies, TC/TV information, and self-help shows to individual inmate televisions.
- On September 23, 2006, 146 inmates participated in a walk-a-thon collecting \$815 which was donated to the C-SAFE program in Washington County.
- On October 12, 2006, 39 inmates graduated from MCTC's education program obtaining their GED.
- After touring several detention centers, a delegation of correctional administrators from China toured MCTC on August 10, 2006.

## Facility Summary

### North Branch Correctional Institution

14100 McMullen Highway, SW  
Cumberland, Maryland 21502  
301-729-7400

Security: Maximum  
Adult Males

*John Rowley, Warden  
Richard Graham, Jr. Assistant Warden  
K. Daniel Northcraft, Chief of Security*



**North Branch Correctional Institution (NBCI)**, which is still under construction, completed a 256-cell housing unit in December 2002 and began receiving inmates in February 2003. This HU was constructed to include program space and a medical treatment area. Each cell is comprised of 62 sq. feet with a sliding steel door and view window. The cell doors are pneumatically operated and have the capability to be operated manually in cases of emergency. All cells have fluorescent security lighting, single unit stainless steel toilet/wash basins/fountain units, upright metal lockers, desks and beds. Satellite television outlets are supplied to all cells for educational programming and leisure activity. The Unit also has an enclosed concrete outside recreation area and office space for staff. Fourteen outside recreation cages were added in 2007.

Housing Unit 2 is constructed the same as HU1 with the exception of a segregation wall on one tier. Construction began in March 2004 and is complete. This HU maintains medium security general population inmates. Six recreation areas were also added. When HUs 3 and 4 are complete, NBCI will be a 1,432 cell, maximum-security facility.

Other buildings in the secure perimeter include the Support Services Building which contains the gymnasium, chapel, commissary, education, medical, pharmacy, dental, trauma room, psychology department, food services, inmate visiting, security site and administrative offices. All areas are monitored and recorded by camera. The gatehouse contains the Warden's Office, commitment offices, visitor reception, secure armory, staff locker rooms and the control center.

NBCI has several "state of the art" security features that include a gatehouse entrance, surveillance of most areas by camera, intrusion alarms, sensing devices, staff "panic" buttons, a 16-foot curved maximum-security perimeter fence, and a sophisticated computer monitoring/operating system. The institution also has a contemporary fire safety system consisting of smoke detectors and sprinkler systems throughout. The Gatehouse Administration will be the only building outside the secure perimeter.

#### Accomplishments:

- As of June 30, 2007 the Gatehouse and Support Services Building was at substantial completion.
- Construction completed on Housing Unit 2.
- Construction began on Housing Units 3 and 4.
- Attended bi-weekly Progress and Activation Meetings to monitor construction activities.
- Continued ordering and receiving security equipment needed to open the HUs.
- Monitored status of orders with Maryland Correctional Enterprises for the manufacture of furniture.
- Featured on the National Geographic Television show, *Megastructures*.





## Facility Summary

### Roxbury Correctional Institution

18701 Roxbury Road  
Hagerstown, Maryland 21746  
240-420-3000

Security: Medium  
Adult Males

*Roderick Sowers, Warden  
Keith Lyons, Assistant Warden  
Richard Miller, Chief of Security*



**Roxbury Correctional Institution (RCI)** is a Level I/II medium security facility in a rural setting encompassing 40 acres within a double-fenced enclosure inclusive. It includes 11 structures and is flanked on the exterior perimeter by eight towers, two of which are 24/7 operational. Additional security measures include infiltration sensor technology and occasional use of a regional K-9 Unit. The five housing units, one of which is designed for special housing, contain 912 cells. The gymnasium houses the inmate commissary and barber shop, as well as providing for activities such as basketball, weightlifting, ping-pong, etc.

A chapel is available for religious worship and related religious activities and provides office space for Social Work staff. The Administration Building houses the inmate and staff dining rooms, kitchen, dispensary, administration segregation intake area, psychology department, inmate receiving, visiting room, control center, business office, custody offices and administrative offices.



During FY 2007, RCI made great strides in the area of programming. Working within our existing budget constraints, we were able to fill our Social Worker and Chaplain vacancies. This enabled our facility to provide much needed programs, expanding those already in place, while pursuing implementation of new programs.

Our staff is committed to the mission of the Department of Public Safety and Correctional Services ~ protecting the public, our employees, and the detainees and offenders under our supervision. Through our violence reduction initiative, creative actions were taken to curb institutional violence while working within our fiscal constraints and redirecting valuable resources. These actions netted a reduction in staff assaults by 5% and a reduction of inmate on inmate assaults by 5% as well.

#### Accomplishments:

- RCI was recognized by the Maryland Commission on Correctional Standards as the first and only correctional facility in Maryland to receive 100% compliance on the initial visit for the second consecutive audit cycle.
- Inmates raised \$1,645 by participating in Walk-a-Thons.
- Processed 190 inmates through various Alternative to Violence Programs.
- Replaced all beds in HU5 with heavy gauge beds and secured bunks to floor.
- Replaced all hot water tanks in Housing Units.
- Replaced roofs on all buildings within the secure perimeter of the facility.
- Completed a maintenance access road behind housing units to minimize Regional Maintenance traffic on the main compound.
- Began a new program for inmates and inmate families – “Storybook Project”, where inmates develop a video of themselves reading a story for their children that they can play at home while following along in the book.
- Received a “Secure View Scanner and X-Ray Machine” which were placed in the Front Lobby to enhance entrance procedures.



## Facility Summary

### Western Correctional Institution

13800 McMullen Highway, SW  
Cumberland, Maryland 21502  
301-729-7000

Security: Maximum  
Adult Males

*Bobby Shearin, Warden  
Dr. Harry Murphy, Assistant Warden  
Frank Bishop, Chief of Security*



**Western Correctional Institution (WCI)** passed all audits and inspections without any major discrepancies. The institution maintained its American Correctional Association's and the Maryland Commission on Correctional Standards accreditation. It was also built to meet the Americans with Disabilities standards and has 24 cells specifically designed for wheelchair bound inmates.

Last years goal of expanding the "Taking a Chance on Change" (TCC) to include a greater number of inmates in special housing was met. The TCC program is a structured, in cell, treatment program designed to provide inmates housed in special confinement housing the opportunity to participate in a psychological-educational program. The program focuses on behavioral awareness with a goal of changing repeated inappropriate and/or maladaptive behaviors. Initial reports on the program, from inmate participants and staff, have been positive.

The Reduction of Violence committee and sub-committees have continued a very active role in reviewing and analyzing episodes of violence with a goal of reducing violence within the institution. Several of the elements instituted by the Reduction of Violence committees are considered pilot programs for other facilities within the Division.

WCI believes that an attractive and clean environment is calming and helps set a humanitarian tone. To that end, the landscaping project continues. The greenhouse, meditation garden and gazebo were constructed and funded by grants awarded from the TKS Foundation.

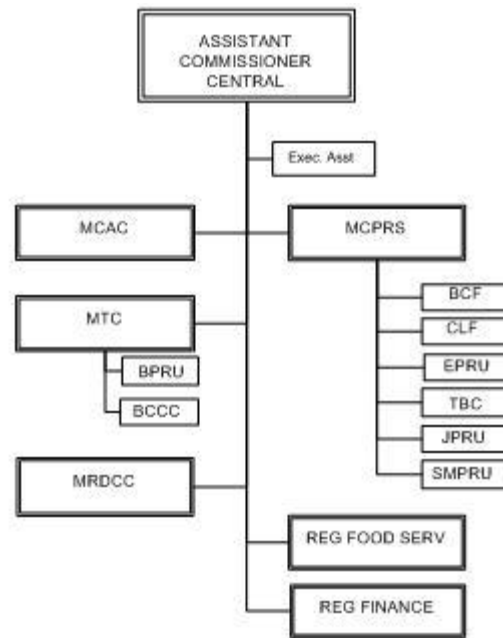
Future goals and objectives include addressing the needs of the changing population within the institution. It is noteworthy that the population is slowly changing to a younger, more active, and more aggressive one. An existing Cognitive Behavioral Change program will be expanded to address this population.



## Central Region



*Gary Hornbaker*  
*Assistant Commissioner*



Mr. Hornbaker began his career with the Maryland Division of Correction in 1975 as a Correctional Officer at the former Maryland House of Correction. In 1983, as a Captain, he was appointed as the Security Staff Assistant for the Division. In 1986 he was then promoted as the Director of Security Operations. In 1991, he was appointed as the Assistant Warden at the Maryland Correctional Institution-Jessup. Over the next 16 years, he was assigned as the Assistant Warden at the former Maryland House of Correction Annex (now known as the Jessup Correctional Institution), the Maryland Correctional Pre-Release System and promoted to Warden at the Metropolitan Transition Center. Assigned as Warden of the MHC in September 2006, he remained there until its closure in April 2007. Mr. Hornbaker was responsible for closing the House of Correction which included inventorying the entire institution and dispersal of all property and supplies as well as coordination of assignment and movement of all inmates and staff; a task that had never before been performed within the Division of Correction.

## Facility Summary

### Maryland Correctional Adjustment Center

401 E. Madison Street  
Baltimore, Maryland 21202  
410-539-5445

Security: Maximum  
Adult Males and  
Federal Detainees

*John Wolfe, Warden  
Calvin Wilson, Assistant Warden  
Patricia Shearn, Chief of Security*



### Maryland Correctional Adjustment Center

(MCAC) opened in 1988. The facility is designed to confine death penalty inmates and those of the highest security level. MCAC has a diverse inmate population who are housed for various reasons. Nearly half of the population are detainees being held on a per diem basis for the federal government as they await trial in federal court. MCAC has renegotiated a contract with the federal government for increased revenues. A transportation “hub” was developed for temporary housing of inmates in transit to State courts by the Correctional Transportation Unit (CTU).

MCAC’s future objectives and goals are to continue to minimize overtime, improve the newsletter and Communication Team, and provide inmates with incentives through the Quality of Life Program. We strive to prepare inmates to return to a maintaining facility through cognitive restructuring, activities, programs, and social work interactions. We are enhancing our security and staff safety by making modifications to some of our cells.

### Accomplishments:

- Staff continue to support our neighboring community by providing three (3) area schools with school supplies and assisting six (6) families with Thanksgiving holiday baskets.
- Continued support of the Maryland Charities Campaign and Special Olympics.
- Participated in annual blood drive to support the American Red Cross.
- This is MCAC’s second year for inmates participating in the Maryland State Art Calendar Contest.
- Music therapy is being utilized to stimulate segregated inmates.





## Facility Summary

### Maryland Correctional Pre-Release System ~ Headquarters

7930 Brock Bridge Road  
Jessup, Maryland 20794  
410-799-1363

*William O. Filbert, Jr., Warden  
Dwight Johnson, Assistant Warden*



**Maryland Correctional Pre-Release System (MCPRS)** Headquarters was built in 1970 to provide centralized services to the various units under its authority. Services provided include: facility finance, inmate finance, central commitment office, human resources, correctional maintenance, and regional Emit Lab, to name a few.



The Pre-Release System is comprised of six facilities: Brockbridge Correctional Facility, Central Laundry Facility, Eastern Pre-Release Unit, Jessup Pre-Release Unit, Southern Maryland Pre-Release Unit, and the Herman L. Toulson Correctional Boot Camp. These facilities are managed by Facility Administrators who report directly to the Warden.

MCPRS HQ staff continue to support the Maryland Charities Campaign and Special Olympics. Staff also participated in the national "Bring Your Children to Work" day.

**Brockbridge Correctional Facility (BCF)** is a minimum-security facility within the Maryland Correctional Pre-Release System (MCPRS), located in Jessup, Maryland. The facility consists of a two-story main housing unit, administrative offices, a multi-purpose

building, training building and warehouse. Its bed capacity is 651 and consists of 11 dormitories with 55-56 beds per dorm and one dorm with 20 cells that houses 40 inmates. BCF currently serves as the hub of the Pre-Release System and provides the following services for the other MCPRS facilities: 24-hour medical coverage; Dental Care; Mental Health Services; Parole Hearings; Inmate Releases; Staging for court trips; and storage of dietary supplies and staff uniforms.

Additionally, inmates who are being returned to the MCPRS from the Maryland Correctional Institution-Jessup upon completion of adjustment hearings are housed at BCF pending transfer to other facilities.

Brockbridge provides an array of inmate programs to include transitional services, Thinking for a Change, Prison to Work, and various education classes (pre-GED and GED). Additional services include a library, religious activities and Alcoholics Anonymous groups. BCF recreational activities include basketball, softball, volleyball tournaments, card and board games, pool and ping-pong. BCF inmates participate in intramural sports with other facilities.

#### Accomplishments:

- \$7.2 million kitchen renovation project in progress.
- A re-entry program is slated to begin this year which will enhance inmate programming.





## Facility Summary

**Central Laundry Facility (CLF)** falls under the jurisdiction of the Maryland Correctional Pre-Release System (MCPRS). The facility continues to serve state agencies by providing laundry services to facilities run by the Department of Public Safety and Correctional Services and the Department of Mental Health and Hygiene.

The facility's laundry equipment, most of it dating back to the 1960s, although antiquated, still continues to function. For over 40 years, steam for the laundry plant and the facility was provided by the Springfield State Hospital Center. This was done through a series of pipes that ran from Springfield's boiler plant to CLF. In 2004, the construction of CLF's on-site boiler plant was completed which allowed the facility to discontinue use of Springfield. Maryland Correctional Enterprises (MCE) is scheduled to renovate and take over the operation of the laundry plant upon completion of its renovation.

CLF operates a Residential Substance Abuse Treatment program (RSAT) for inmates. This is a six month, two-phase program to treat inmates with substance abuse problems. CLF operates six inmate road crews for the State Highway Administration, and is responsible for providing inmate labor to maintain the grounds and sanitation of the DPSCS Police and Correctional Training Commission.

### Accomplishments:

- The kitchen renovation program which began in 2005 is complete.
- Laundry renovation project was initiated.
- In-house dormitory renovation project for A-building began.



*New Laundry Equipment*

**Eastern Pre-Release Unit (EPRU)** is situated on 96 acres in a rural setting near Church Hill, Queen Anne's County, Maryland. The facility opened in 1964 and has the capacity for 180 male inmates who are classified to pre-release security and are housed in open-style dormitories. EPRU falls under the jurisdiction of the Maryland Correctional Pre-Release System (MCPRS).



The facility has the services of one part-time correctional teacher provided by the Maryland State Department of Education and educational programs are available to inmates during the day and in the evening. In addition to the various job assignments such as sanitation, maintenance and dietary, inmates are assigned to various outside work details. More than 120 inmates are in the community on work release or work details.

**Herman L. Toulson Correctional Boot Camp (TBC)** is comprised of seven buildings and eight trailers. The main building, Robinson Hall, consists of two inmate housing wings and an administrative wing. Herndon Hall consists of four inmate housing wings. The Support Services building contains the chow hall, commissary and maintenance shop. The education building is used for classroom instruction and visits. The Lanham addiction treatment building is used for addiction therapy, cognitive learning and religious services. A vocational training shop, constructed by skill training program inmates is the center for the quartermaster.

### Accomplishments:

- Staff participated in the Special Olympics Torch Walk, the Maryland Charities Campaign, the Bea Gaddy Shelter Thanksgiving dinner and the March of Dimes Walk-a-Thon.
- Staff contributed non-perishable goods to several community shelters that assist inmate families.

*Continued on next page*

## Facility Summary



- An Alcoholics Anonymous program was implemented for housing inmates.
- Social work staff initiated a new program specifically addressing men's issues.

**Jessup Pre-Release Unit (JPRU)** is a 596-bed minimum/pre-release security facility and is ADA accessible. JPRU falls under the jurisdiction of the Maryland Correctional Pre-Release System (MCPRS).

The case management department provides initial orientation, initial classification, family leave orientation, AIDS orientation, case management administrative reviews, institutional job assignments, minimum and pre-release outside detail assignments, work release, parole hearings and general case management services.

Substance abuse treatment and education groups are offered as well as GED classes and the employment readiness workshop. Education staff is provided by the Maryland State Department of Education. Several dedicated group leaders conduct Alcoholics Anonymous and Narcotics Anonymous groups and religious services are available for all religious denominations. An outdoor basketball court, weightlifting pad and horse-shoe pit are available for inmate use.

The work release program can maintain between 42-44 inmates on work release at any one time. Physically challenged inmates have access to physically challenged weight machines. Institutional job assignments for inmates confined to wheelchairs are available to enhance programming for these inmates.

**Southern Maryland Pre-Release Unit (SMPRU)** is the only pre-release unit in the Southern Maryland region and provides work release labor to local employers in three counties and the State Highway Administration in four counties.

SMPRU continues to maintain two-thirds of its inmate population in the community, where they are engaged in work ethic activities such as: work release, SHA details, Public Works details, State Police Barracks details, and Department of Natural Resources Police and Forestry details. Further, SMPRU provides reentry skills through education (Employment Readiness Workshop), parole workshop, work release and family leave.

SMPRU has a relationship with the Charles County Sheriff's Department, the Maryland State Police, and the Maryland Transportation Authority to use the facility's range and grounds for training. A new range was built in 2006 in a joint venture between SMPRU and the Charles County Sheriff's Department.

SMPRU hosts local high school seniors participating in the Southern Maryland Criminal Justice Academy's Internship Program. Each senior spends one week at SMPRU, dividing their time between custody, dietary, and case management.



### Accomplishments:

- 53 inmates completed the Employment Readiness Workshop.
- An average of 52 inmates maintained on active work release.
- Received 100% compliance with the standards for Adult Correctional Facilities.

## Facility Summary

### Maryland Reception, Diagnostic and Classification Center

550 E. Madison Street  
Baltimore, Maryland 21202  
410-878-3500

Security: All Levels  
Adult Males

*Felicia Hinton, Warden  
Tyrone Crowder, Assistant Warden  
Rory Jones, Chief of Security*



**Maryland Reception, Diagnostic and Classification Center (MRDCC)** continues to protect and serve the citizens of Maryland by maintaining and operating a clean, safe, secure and controlled institution and by receiving, transporting and processing sentenced inmates.



The Secure Scan in conjunction with revised entrance procedures, is part of our continued effort to improve on security measures already in place for managing the introduction of weapons and other contraband into the facility.

#### Accomplishments:

- Psychology staff provided crisis intervention, psychological assessment, counseling, psychotherapy, and psychiatric medication evaluations and services to 6,170 inmates.
- The chaplain's office responded to 3,500 inmate requests for service and filled over 2,500 requests for various religious literature. This office also incorporated two Sunday masses per month in addition to the weekly Catholic Bible study.
- Thirteen registered religious volunteers conducted a combined total of 431 hours for services and bible studies. There were 12,892 bible study participants and 1,217 religious services participants.
- Case management staff classify inmates within five days upon their arrival which has increased bed availability. Staff processed a total of 10,594 inmates consisting of: 5,998 new commitments, 2,671 parole violators, and 1,925 short-timers.
- Child support modification workshops are held weekly to assist inmates in stopping their payments during incarceration.



*Initial Case Management Assessment*



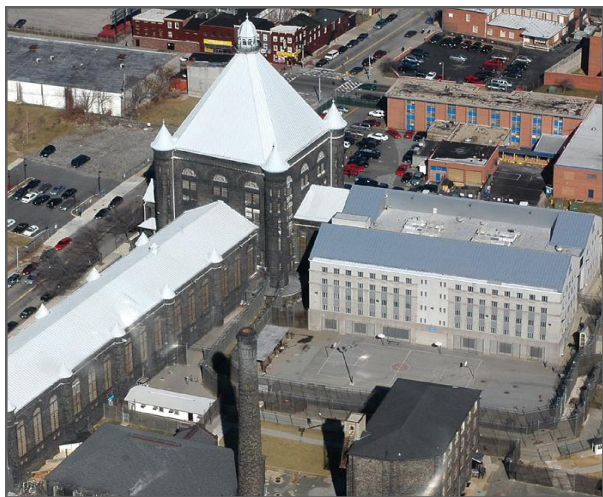
## Facility Summary

### Metropolitan Transition Center

954 Forrest Street  
Baltimore, Maryland 21202  
410-837-2135

Security: Administrative  
Adult Males

*O. Wayne Hill, Warden  
Carroll Parrish, Assistant Warden  
Marion Tuthill, Chief of Security*



**Metropolitan Transition Center (MTC)**, opening in 1811, is the oldest operating facility in the western world. MTC offers various programs for the inmate population to include: Case Management, Social Work, Employment Readiness, Re-entry orientation, Parole & Probation Re-entry, Communication Re-entry, Thinking for a Change, Library, Religious Services, Alcohol Anonymous and Narcotics Anonymous.

MTC administration also oversees the Baltimore Area Re-entry Services (BARS) which incorporates five facilities to include the Baltimore City Correctional Center (BCCC) and the Baltimore Pre-Release Unit (BPRU).

#### Accomplishments:

- Continues to provide Victim Impact classes to inmates.
- Obtained 100% compliance on Correctional Standards Audit.

**Baltimore City Correctional Center (BCCC)** is a minimum-security institution with an operating capacity for 508 adult male inmates classified to minimum and pre-release security. While housed at BCCC, inmates are afforded the opportunity to participate in reintegration skills, occupational skills training and job placement, domestic violence, education, and job readiness. The Occupational Skills Training Center (OSTC) offers skill training in the following areas: Automotive Technology, Carpentry, Commercial Roofing, HVAC, Office Technology, Printing and Graphics, and Warehouse/Distribution. In addition to the technical training, participants receive life skills education and transition employment preparation.

In conjunction with the State Highway Administration and Coppin State University, BCCC provides outside testing to suitable inmates in preparation for release.

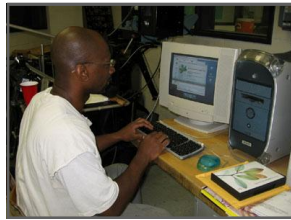


*Continued on next page*



# Facility Summary

## Several OSTC Programs



*Carpentry, Automotive Technology,  
Printing and Graphics, and Office Technology*

## Accomplishments:

- 21 inmates received GED certificates.
- 135 inmates completed Occupational Skills Training; 76% of graduates were recommended for employment and 44% secured employment with OSTC employers.
- 293 inmates with work release status were transferred to BPRU.
- Social Work Department received National Fatherhood Initiative Training and initiated the Inside Out Dad Group.
- Sponsored a Christmas Donation Drive which helped children at Baltimore City's Thomas G. Hayes Elementary School #102 that were in need of outerwear.
- Sponsored Turkey's and canned food items for Thanksgiving to the Bea Gaddy Foundation.

**Baltimore Pre-Release Unit (BPRU)** houses 201 male inmates in both dormitories and rooms. All inmates are received with work release status and are required to pay room and board. Therefore, they are encouraged to seek employment. An average of 115 inmates currently work outside the facility. BPRU generates revenues of more than \$450 thousand through its work release program.

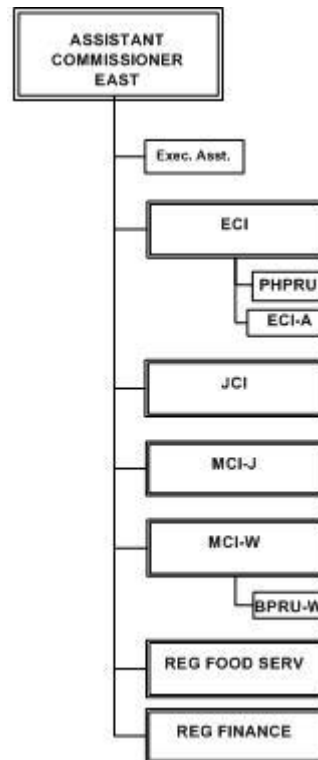
Programs and services offered include: Case Management, Social Work, Employment Readiness, Re-entry orientation, Parole & Probation Re-entry, Communication Re-entry, Thinking for a Change, Library, Religious Services, Alcoholic Anonymous and Narcotics Anonymous.



## East Region



*Wendell France*  
*Assistant Commissioner*



Mr. France was appointed Assistant Commissioner in October 2006. He is a retired commanding officer from the Baltimore City Police Department with over 27 years of decorated service. Mr. France has over 37 years of law enforcement, correctional, and criminal justice experience.

He is responsible for the supervision of the Eastern region institutions: Eastern Correctional Institution (ECI); Eastern Correctional Institution Annex (ECI-A); Poplar Hill Pre-Release Unit (PHPRU); Jessup Correctional Institution (JCI); Maryland House of Correction (MHC); Maryland Correctional Institution-Jessup (MCI-J); and the Maryland Correctional Institution for Women (MCI-W).

Mr. France is also responsible for overseeing the Division's transportation units. Inmate transportation within the Division of Correction operates through three satellite units: the Eastern, Southern, and Western region units. The units are responsible for transporting all DOC inmates to and from court appearances, medical appointments, and transfers within and outside of DOC facilities. The unit is comprised of 122 officers and conducts on average 3,850 inmate transportations per month.



## Facility Summary

### Eastern Correctional Institution

30420 Revells Neck Road  
Westover, Maryland 21890  
410-845-4000

Security: Medium  
Adult Males

*Kathleen Green, Warden  
Victoria Burkhard, Assistant Warden  
Ronald Dryden, Assistant Warden  
Michael King, Chief of Security*



**Eastern Correctional Institution (ECI)** is composed of a medium security compound, a minimum compound, and a pre-release work camp unit. The medium compound, designed for 1,440 inmates, currently holds 2,752 inmates. The minimum compound, Eastern Correctional Institution-Annex which was designed for 560 inmates, currently holds 604 inmates. The pre-release unit, Poplar Hill Pre-Release Unit holds 184 inmates. The ECI complex is composed of 13 general population units, a segregation unit, a combined orientation/special management unit, and a special medical infirmary unit. Utilizing a Team Management model, ECI staff observe, monitor, and influence inmate behavior. Staff also assess inmate needs to provide a variety of educational, vocational, and social services to encourage personal change and growth. The medium security institution is an American Correctional Association's (ACA) accredited facility.

ECI's number one goal is staff safety, centering on maintaining security during times of diminishing resources, staffing challenges, and the change in types of inmates, that include younger and more gang affiliated inmates. A priority is to obtain technology enabling the collection and analysis of meaningful data to enhance security.

The medium security facility consists of two separate compounds while the minimum compound is self-contained. Each compound's security perimeter has four armed guard towers, mobile and K-9 patrols and alarm systems. All housing units have a strategically

*Continued on next page*

## Facility Summary

located control center for maximum observation. Along with the inmate housing units and Maryland Correctional Enterprises shops, each medium security compound has a gymnasium/multi-purpose building, which is used for inmate recreation, religious, and self help programs, and also contains the inmate barbershop and inmate visiting room. Both compounds have outdoor recreation facilities consisting of a ball field and a basketball/multi-purpose court.

**Eastern Correctional Institution Annex (ECI-A)** is managed by a Facility Administrator under the direction of ECI's Warden. The minimum compound opened in September 1993 and consists of four housing units, one support building, and an outside recreation area.

Security and public safety are the major focus of ECI-A with an emphasis on preparing inmates for parole, mandatory release and/or transfer to other pre-release facilities through job assignments, programs, and services. ECI Annex provides approximately 120 inmates for work details outside the perimeter and approximately 250 inmates are assigned to inside details to maintain cleanliness, dietary, property, and commissary.

**Poplar Hill Pre-Release Unit (PHPRU)** is a 192-bed facility under the management of a Facility Administrator which came under the direction of ECI's Warden in October 1997. The main area of this unit has three inmate dormitories of 64 beds. An outside yard and a fishing pier provide recreation and leisure sites.

Poplar Hill provides a transition to pre-release custody by making greater use of community resources, work release, and family leaves during the final phases of an inmate's incarceration. The Unit's mission is to assist the inmate in preparing for a successful re-entry into the community.

### Accomplishments:

- Held ribbon cutting ceremony and opened 140 bed housing unit at ECI Annex.
- Held Pandemic Flu table top exercise.
- Transportation department participated in depopulating the Maryland House of Correction.
- Constructed new firing range, including new firing lines and new bullet trap system.

- Began TV cabling project for cable access in all cells.
- Discontinued selling and usage of combination pad locks; thus, reducing potential weapons.
- Employees raised over \$6,000 for Somerset County Relay for Life. Contributed toys to RJ's Foundation for terminally ill children.
- Participated in holiday parades with floats constructed by inmates.
- Produced and donated 85 pieces of inmate artwork to hospitals.
- Inmate Walk-a-Thon raised over \$3,800 for Relay for Life.
- Hosted 13<sup>th</sup> annual Chaplains' Prayer Breakfast, honoring religious volunteers.
- Conducted internship programs with Social Work and Food Service students from Salisbury State University and University of Maryland Eastern Shore, respectively.



*Floats made by ECI Inmates*





## Facility Summary

### Jessup Correctional Institution

P. O. Box 534

Jessup, Maryland 20794

410-799-6100

Security: Maximum

Adult Males

*Robert Koppel, Warden*

*Charvette Henson-Beckett, Assistant Warden*

*Solomon Hejirika, Chief of Security*



- Assisted 5 families within the community during the Christmas holiday with food baskets and toys.
- Inmate violence reduced through Reduction in Violence Committee meetings and staff awareness.

*Movement of MHC inmates to JCI after closing.*



**Jessup Correctional Institution (JCI)**, formerly the Maryland House of Correction Annex, is a maximum-security facility which houses approximately 1,300 inmates. The institution is divided into an administration building, supervisor and visiting suites, a multi-purpose building, six housing units, Maryland Correctional Enterprises (MCE) plants, regional hospital and two warehouses. The housing units are comprised of four wings with a control center at the core. In August 2006 one housing unit was modified with additional double cells to accommodate additional inmates for the MCE shops. Then again in March 2007 with the closing of the Maryland House of Correction, modifications were made within the housing units to accommodate an additional 100+ inmates.

#### Accomplishments:

- Initiated the first live simulcast project with the Empowerment Temple under the Direction of Reverend J. Bryant in October 2006.
- Expanded greater working opportunities for inmates in the MCE Plants.
- Official name change ceremony held in May 2007.

## Facility Summary

### Maryland Correctional Institution ~ Jessup

P. O. Box 549

Jessup, Maryland 20794

410-799-7610

Security: Medium

Adult Males

*Carolyn Atkins, Warden*

*Simon Wainwright, Assistant Warden*

*Dehavilland Whitaker, Chief of Security*



### Maryland Correctional Institution-Jessup (MCI-J)

is a contemporary designed facility housing medium security male inmates sentenced to the Division of Correction. The perimeter is surrounded by a triple fence, equipped with razor ribbon, an intrusion alarm system, a microwave alert system, and camera alert system. The facility contains modern security and fire safety features, an intercom system, and a secure armory. A large visiting room includes an area for contact visits, and private areas for segregation inmates visits, and private areas for attorney visits and parole hearings. The original capacity of the facility was 512; however, with double celling and alternative housing, the current population is 1,068.

MCI-J has eight separate housing units, each with two wings connected via a safety vestibule and a control center. On each wing there are 32 cells with 16 on each of two levels. One housing unit is used for segregation. The 35 acres of grounds include a large outdoor exercise area, with combined baseball, soccer, and football fields, two basketball courts and a running track.

This facility continues to house large numbers of inmates who are parole violators, technical parole violators, and all of the Maryland Correctional Pre-Release System's disciplinary transfers. The Maryland Correctional Enterprises (MCE) employs approximately 100 inmates in two separate printing plants. Graphics I: specializes in 4-color process printing of brochures, books and form printing. Graphics II: specializes in Business Cards, Letterhead, Envelopes and awards. Inmates learn a good sound work ethic while developing skills to enhance their employment opportunities upon release.

The Education Department services approximately 300 inmate students each year in GED, general education and work preparation programs. Post-secondary classes

are offered to qualified GED graduates. The institution has a graphic art shop and a vocational auto shop to help prepare inmates for eventual release. The department also sponsors the popular Reading Unites Families program, The Touchstones Discussion Project, and the Job Readiness Program.

The Social Work Unit provides educational, therapeutic, and support services to individuals and groups. Individual services include assessments, release planning for inmates with special needs, and crisis interventions. Group services include; the cognitive-behavioral decision groups and support groups for deaf and HIV-positive inmates. We also assist the hearing impaired population.

The Volunteer and Religious Activities Program provides inmates with access to religious services and self-help activities, such as the Veterans group, Stress Management, and an inmate play titled, "Where Y'all At". Volunteers play a large role in helping inmates maintain contact with positive motivational influences in the outside community.

#### Accomplishments:

- Dramatic reduction in staff assaults and inmate violence as a result of the Violence Reduction Committee actions.
- Re-opened two dormitories to house 50 inmates for continual operation of MCE plants.
- Held Red Cross Blood Drive.
- Psychology Department initiated Seeking Safety and Anger Management groups.



## Facility Summary

### Maryland Correctional Institution for Women

7943 Brock Bridge Road  
Jessup, Maryland 20794  
410-379-3800

Security: Administrative  
Adult Females

*Brenda Shell, Warden  
Dayena Corcoran, Assistant Warden  
Virginia Eduvigen, Acting Chief of Security*



### Maryland Correctional Institution for Women

(MCI-W) was opened in 1936 in a complex constructed in a closed rectangular campus design consisting of nine buildings; today it consists of 12 buildings. The institution's security level is considered administrative, serving as a reception center as well as a maintaining institution housing women of every security level. The Warden is also responsible for overseeing the Baltimore Pre-Release Unit for Women.



MCI-W is one of the pilot institutions for Re-Entry. It is a program that concentrates not only on improving and enriching the lives of the women by the provision of cognitive and spiritual based programs, but also by the provision of gender responsive training to all staff and by continuing partnerships with community stakeholders to enhance services. Along with psychology and social work programs, there are several programs that provide a holistic approach to transforming our inmates.

- Canine Partners for Life - volunteers work with inmates to train dogs to support citizens with disabilities.
- The Clothesline Project is a multi-session program where students from the College of Notre Dame interact with inmates to face issues of trauma and abuse. They then commemorate the "release" with the making of T-Shirts that include their thoughts

and hang them on clotheslines.

- Members of the Montgomery County Bar Association allow inmates to read to their children on tape in a program entitled the Story Book Project.
- Girl Scouts of Central Maryland sponsors monthly meetings with offenders and their daughters who are members of the MCI-W Girl Scout troop.
- Alternative Directions sponsors a regularly held Civil Legal Workshop that addresses support, custody and other issues.
- Goodwill Industries provides career training, employment and related social services to inmates transitioning to the community.

#### Accomplishments:

- The psychology department introduced Companions Understanding and Reducing Violence (CURV), a cognitive based group that focuses on treating females who are the aggressors in their intimate relationships.
- Held annual Volunteer Appreciation Dinner honoring a host of volunteers to include 3 posthumous awards.



*Volunteer Appreciation Event*

*Continued on next page*



## Facility Summary

- Provided a satellite downlink service on Christmas Day from the Empowerment Temple; one for a Women's Conference from Ebenezer AME; and, one on Easter from Greater Mt. Calvary Holy Church.
- Initiated the Therapeutic Community run by Gaudenzia where inmates are involved in six-month intensive cycles of treatment for substance abuse.
- Partnered with the Episcopal Diocese of Maryland to provide an opportunity to the children of inmates who can attend camp for one week at Camp Amazing Grace at no charge.

**Baltimore Pre-Release Unit for Women (BPRU-W)** opened in 1991 and was originally part of the Maryland Correctional Pre-Release System. The 136-bed facility functions under the Maryland Correctional Institution for Women and houses minimum, pre-release and work release status inmates. BPRU-W has two housing areas containing 16 quad-occupancy rooms and four double-occupancy rooms. The grounds include an enclosed courtyard with night lighting, park benches and landscaping.

Numerous programs are available in addition to the work release and family leave programs and outside detail. The following services are also available to help prepare female inmates for release and reintegration with their families and communities:

- ACT Workshop is an initiative of Alternative Directions consisting of a three-day workshop offering outside resource information to participants who are within 90 days of release.
- Alcoholics Anonymous (AA) and Narcotics Anonymous (NA).
- Employment Readiness teaches résumé building, preparation for job interviews, employment search, professional business attire, and communication skills.
- Exit Orientation is conducted every 90 days by the Division's Transition Services staff who provide vital information regarding child care, medical assistance and housing to inmates who are within 120 days of release.
- Isn't She Luvly? is one of many programs offered by the Baltimore Pediatric HIV Program, Inc. Its emphasis is on reinforcing ethnic and gender pride, reduction of HIV risk behaviors, and safe sex.
- Occupational Skills Training Center provides qual-

ity training in seven career areas that prepare the women for a promising future of steady employment, good pay and benefits with employers who hire ex-inmates.

- Power Excel sponsored by Able Foundation provides self-esteem building, conflict resolution and job preparedness. Its goal is to empower young women to develop skills for social and life competency.

### Accomplishments:

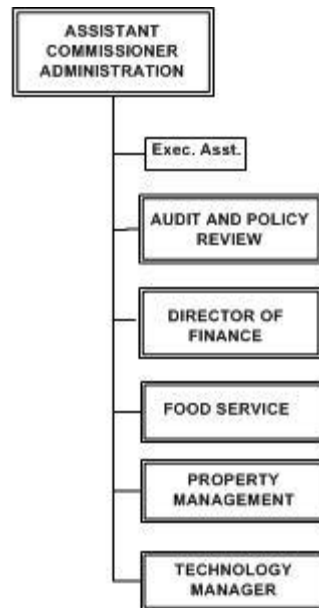
- Staff were commended for the December 2006 Work Release Audit which was found to be in majority compliance. There has been a significant increase of inmates participating over previous years.
- Expanded our partnerships with work release employers who offer benefits and career advancement for the female inmates.
- Initiated The Family Tree's Together Tomorrow program which provides Positive Parenting Education, classes designed to deliver a flexible complement of parenting support services tailored to the needs of mothers who, following release, plan to reunify or resume a relationship with their child (ren).
- Initiated the Meet Me at the Gate program which helps participants develop positive cognitive skills, life skills, behaviors, and job readiness skills through discovering talents and attributes that may enhance their re-entry into society.
- Additional positions were acquired for a Social Worker, Transitional Services Coordinator, and Addictions Counselor.
- Intel has expanded via specialized training which has resulted in increased detection of contraband and potential escapes.
- Hosted numerous special events throughout the year to enhance family contact and to allow inmate mothers to bond with their children such as Family Day, Mother & Son Brunch, and Mother's Day



## Administrative Services



*Randall L. Watson*  
*Assistant Commissioner*



Mr. Watson is responsible for all administrative and financial services. In addition to the Finance Department, he is responsible for the Headquarters units for Food Service, Audit and Policy Review, and Technology. Regular duties include preparation and participation with StateStat and Managing for Results. He is also the Department's primary representative to both the State Emergency Operations Center operated by the Maryland Emergency Management Agency and the Joint Executive Committee of the Governor's Office of Homeland Security.

Mr. Watson began his career as a Correctional Officer at the Central Laundry Facility. He was then promoted to the rank of Sergeant at the Brockbridge Correctional Facility. He transferred back to Central Laundry where he was later promoted to Lieutenant.

He was promoted to the rank of Captain and transferred to help open the Western Correctional Institution in 1996. He remained there through the rank of Major and designation as Acting Security Chief. In 2001 he was promoted to Security Chief at the Maryland House of Correction Annex (now known as the Jessup Correctional Institution), and later that year, he was promoted to Director of Security Operations at Division Headquarters. In 2003 he began serving as Acting Assistant Commissioner and was appointed to that position in 2004. Mr. Watson then served as Interim Warden for the Maryland Correctional Institution-Jessup following the retirement of the warden in February 2006.

# Program Summary

## *Audit and Policy Review*

A program review process that “clustered” components of all Division of Correction facilities’ operations and programs into a single review was conducted. This process identified facilities’ weaknesses and strengths, as well as provided technical assistance.

In addition, during this fiscal year all maintaining institutions participated in an Institutional Character Profile (ICP). The ICP is a complementary method used to establish a system of periodic comprehensive assessments in the areas of: staff morale, staff professionalism, communication, inmate morale, community relations and special focus areas. The ICP provided the managing officials with a “snapshot” of their institutional operations and identified issues that had the potential to impact the facility’s mission and goals.

The Audit and Policy Review unit continues to ensure operational consistency with the Maryland Commission on Correctional Standards (MCCS) and the American Correctional Association (ACA) standards and requirements, maintain an effective monitoring system to ensure policies and procedures are accurate, and operationalize policies of regulatory agencies affecting the Division.

### *Accomplishments:*

- Quarterly CD-ROMS promulgated to all correctional libraries, courts, and 15 Maryland repositories.
- Conducted 15 program reviews at various DOC facilities.
- Conducted Institutional Character Profiles at 12 maintaining DOC facilities.
- Promulgated 31 Division of Correction Directives, ten (10) change notices, and rescinded 28 outdated directives.
- Reviewed and revised several chapters of the Code of Maryland Regulations (COMAR), Subtitle 12.02 (Division of Correction).

## *Budget and Fiscal*

The Budget and Fiscal program is responsible for maintaining operating budgets and expenditures in order to analyze trends affecting budgets throughout the Division of Correction.

### *Accomplishments:*

- Hired a new Director of Finance who is responsible for the development and implementation of initiatives, projects and programs to ensure the institutions are in compliance with budgetary, property and food service procedures and regulations.
- Developed an overtime tracking system to monitor overtime expenditures at all facilities.

## *Food Service*

This program provides direct support to the regional food service programs with equipment and system operations, food service planning, design and construction of new and/or renovated kitchens. Quality assurance and compliance to various local state, federal and departmental regulatory agencies remain a high priority. Annual Headquarters’ food service inspections are conducted to ensure this level of compliance. Regional food service, likewise, conducts food service inspections to ensure continuity of health and sanitation standards. The number of billable inmate meals for the Division totaled 50,358 (approximate daily average).

The Food Service program is responsible for providing:

- All persons confined within the Division with nutritionally adequate meals in compliance to the Dietary Reference Intakes (DRIs), National Academy of Sciences and National Research Council;
- Inmates working in the food service departments with the opportunity to acquire skills and abilities that may assist in obtaining gainful employment after release;
- Inmates with accurate nutritional information that enables them to establish healthy eating habits, thus enhancing their quality of life;

*Continued on next page*



## Program Summary

- and, Reinforcing food service training to correctional dietary officers to enhance good service awareness in food preparation and service, food safety and cost containment.

### Accomplishments:

- Completion of statewide Food Service Policy and Procedure Manual.
- Licensing of a new kitchen at NBCI and a renovated kitchen at CLF.
- Bid awarded for kitchen renovation at BCF.
- Inception of a “Serv-Safe Certification Training Program” for correctional dietary managers and supervisors. This training has successfully certified 19 dietary managers and supervisors.
- Implementation of a statewide standardized menu.
- Temporary placement of dietary staff from the closing of MHC to dietary vacancies within the region.



*BCF's Kitchen Under Renovation*

### *Property Management*

The Property Management and Inventory program continues to improve property accountability by providing technical assistance to property officers, maintaining excellent communication and assuring compliance with the Inventory Control Manual.

### Accomplishments:

- Implemented the A-Track inventory system for all institutions to improve property tracking and compliance with state policies and procedures.

### *Technology Manager*

The Division of Correction is heavily involved in Stat-eStat. In support of this new management practice, the Facility Incident Reporting Manager (FIRM) was upgraded with new reporting modules. Also, a utility application was written to produce comparison reports for the Staffing Analysis and Overtime Manager (SAOM).

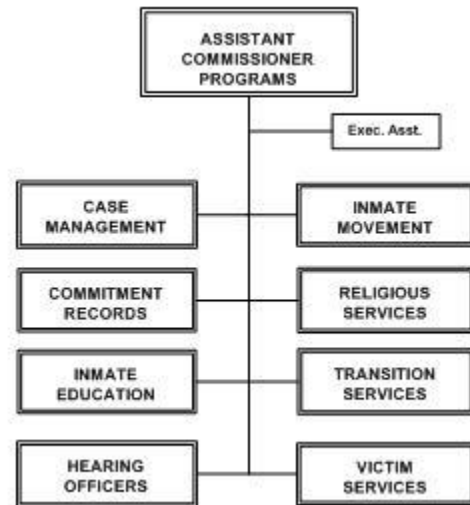
Two new applications were placed into production this year to increase administrative efficiency:

- Requisition Minder ~ a requisition tracking and management application that reports the current status of equipment, training, and inmate welfare requests.
- Environmental Safety Compliance Manager ~ processes environmental safety audit findings from initial entry through the compliance planning, resolution, re-inspection, and compliance. The environmental audit is performed year round throughout all institutions.

## Programs



*Paul O'Flaherty*  
*Assistant Commissioner*



Mr. O'Flaherty was appointed as Assistant Commissioner of Programs and Services in December 2006. He has provided 35 years of service to the Psychology profession and began with the Maryland Division of Correction in 1978.

As a correctional professional, Mr. O'Flaherty's career included assignments as psychology technician, recreation supervisor, classification counselor, psychologist correctional, psychologist associate, administrator, assistant warden and warden. He has supported the movement to utilize empirically proven treatment initiatives. He developed a cognitive mentoring group with over 500 inmate graduates. As Assistant Warden, he was appointed as the Maryland Correctional Training Center's RESTART Program Director and initiated a research committee to evaluate program efficacy.

In 2006, taking over the roll of Assistant Commissioner, he became responsible for supervising the operations of Programs and Service at the Division's Headquarters level. Mr. O'Flaherty facilitates the operations of Programs and Services in the following areas: Inmate Education, Case Management, Adjustment Hearing Officers, Medical, Administrative Remedy Unit, Victim Services, Religious Services, and Volunteer/Transition Services. He played a vital role in closing the Maryland House of Correction and is developing action plans directed toward the Division's newly established Mission Specific Institutions paradigm.

# Program Summary

## Case Management

The Headquarters Case Management unit is comprised of 15 staff members responsible for the development and implementation of classification policies and procedures, coordination of inmate transfers and training for case management staff. In addition, the unit oversees screening for inmate programs, coordination of criminal alien deportation hearings, interstate corrections compact transfers, substance abuse treatment transfers with outside agencies, monitoring inmates who have been out of the custody of DOC for six months or more, monitoring inmates who are transferred to federal custody, processing of administrative remedy (ARP) appeals, review of designated case management actions for the Commissioner's/Designee's signature, processing of Mutual Agreement Plan (MAP) amendments, and drafting responses to correspondence addressed to the Governor, Secretary and Headquarters administrative staff.

### Accomplishments:

- Processed 2,458 Headquarters ARP and conducted 11 institutional audits of the ARP/IGP process.
- Coordinated the transfer of 60 inmates to the Federal Bureau of Prisons, 22 inmates to Virginia Department of Corrections, and 15 inmates to Kentucky Department of Corrections due to the closing of the Maryland House of Correction (MHC).
- Coordinated training for 12 new case management specialists.
- Coordinated Criminal History Verification Training for 39 Departmental staff.
- Coordinated certified Motivational Interviewing training for all case management managers and supervisors.
- Coordinated the transfer of 147 inmates into substance abuse treatment programs through stayed sentences.
- Completed 8 case management program reviews (audits) and audited all 7 work release units.
- Centralized the coordination of the inmate transfer process and implemented the concept of Mission Specific Transfers.
- Processed 134 MAP amendments.
- Corresponded to 393 letters from inmates, inmates' families, attorneys and other government agencies.
- Reviewed and made recommendations to the Commissioner's Designee for 208 classification actions that required review at the Commissioner's level.

## Commitment Records

Commitment is a team of 76 individuals who are responsible for making determinations and resolving problems involving the calculation of adult inmate prison sentences in accordance with State laws, regulations and policies of the Department of Public Safety and Correctional Services. Commitment promotes safety in our prisons and communities by providing accurate sentencing and release information.

### Accomplishments:

- Recognized for victim services work for the citizens of Maryland at the DPSCS Open House for victims as part of the National Crime Victims' Rights Week.
- Provided two presentations regarding the calculation of sentences and the awarding of credits for Judges of the Baltimore County Circuit Court and the Public Defender's Conference.
- Proposed changes to the State Records Retention Schedule to purge files and increase filing space. This action enables Commitment to retain inactive records on site, streamlines the records retrieval process, and eliminates costs associated with State records storage, retrieval and disposal.
- Conducted annual internal audits of each commitment office.
- Operation was reviewed through institutional audits by the Maryland Commission on Correctional Standards with no deficiencies.
- Coordinated change in policy designating additional special projects that qualify for the awarding of credits for participation in certain rehabilitation programs.
- Calculated approximately 14,800 terms of confinement and release dates as part of the reception process.
- Recalculated the terms and release dates for approximately 14,000 inmates based on sentencing modifications, reduction of sentences and additional sentences.
- Completed the necessary recalculations of terms and release dates for over 3,700 cases affected by the appellate decisions in *Stouffer v. Pearson* and *Sowers v. Moody*.

*Continued on next page*



## Program Summary

- Completed approximately 50% (over 5,000 cases) of recalculations of diminution credits in accordance with the court's decision in *Secretary, DPSCS v. Demby*.
- Recalculated approximately 3,500 terms and release dates for inmates returned to the Division on the basis of a parole or escape retake warrant.
- Verified and scheduled 12,175 releases.
- Notified victims of the release of more than 850 inmates and more than 350 inmates considered for provisional release.
- Processed approximately 11,500 detainers lodged by law enforcement agencies.

*Regional Commitment staff recognized by Secretary Maynard for outstanding victim services work.*



### Education

The Correctional Education Program is provided by the Maryland State Department of Education (MSDE), under the authority of the Education Coordinating Council for Correctional Institutions. MSDE, in conjunction with the Division of Correction, is responsible for developing, overseeing, modifying and monitoring the educational programs operating in Maryland correctional institutions.

#### Accomplishments:

- 696 High School Diplomas (GED) earned
- 61.1% GED pass rate
- 94.5% school attendance
- 1,119 Advanced Adult Literacy completions
- 1,119 Intermediate Adult Literacy completions
- 443 Basic Literacy completions
- 965 Occupational completions
- 1.8% Drop out rate
- 3,552 Enrollments

### Inmate Hearings

The Inmate Hearing program is responsible for all incarcerated offender disciplinary hearings in the Department of Public Safety consisting of: the Division of Correction, Division of Pre-Trial Detention and Services, and the Patuxent Institution. The primary mission of the program's hearings is to provide for public and institutional safety and security. In addition, the program provides for, in designated Departmental institutions: due process hearings that recognize the right for all participants to a fair and impartial hearing, written notice of charges to offenders prior to a hearing, equal participation for all parties in hearings, all parties to have the opportunity to present evidence, a decision based on the evidence presented, and offender appeal rights for adverse decisions.

The hearing officers appear as agency representatives at offender appeal hearings scheduled by the Inmate Grievance Office, presided by an administrative law judge from the Office of Administrative Hearings.

#### Accomplishments:

- Provided training for agency field staff.

*Continued on next page*

## Program Summary

- Developed and implemented Code of Maryland Regulations (COMAR) inmate disciplinary hearings.
- Developing the implementation of teleconferenced inmate disciplinary hearings.

### *Inmate Movement*

The Inmate Movement Unit is centralized at the Headquarters' level and is responsible for the coordination of the inmate transfer process and implementation of the concept of Mission Specific transfers. Staff is also liaison with local detention centers to coordinate the transfer of inmates to the custody of the Division.

#### Accomplishments:

- Coordinated the transfer of more than 840 inmates from MHC during March 2007 to other DOC institutions.
- Coordinated inmate movement to specialized programming including high level security units, substance abuse programming, vocational training, and work release opportunities.

### *Religious Services*

Chaplains of the religious services program assist inmates in the practice of the religion of their choice. The chaplains and volunteers provide quality programming designed to enhance the spiritual lives of inmates to enable successful living during incarceration and after release.

During this Fiscal Year, Chaplains answered more than 55,000 requests for assistance from inmates and Volunteers donated over 20,000 hours to the religious services program.



*MTC's Chapel*

### *Transition Services*

The Office of Volunteer and Transition Services, and Community Initiatives was established in 2006. This unit is responsible for the development and coordination of Division-wide policies and procedures for volunteer and transition services, and community initiatives. Its mission is to encourage and explore partnerships and collaborations in order to ensure prompt, responsive, quality institutional and community-based programs, projects, activities and initiatives.

Fiscal Year 2007 serves as a benchmark for what can be done with the support of partners, and through Headquarters and institutional Volunteer Activities and Transition Coordinators. The Division introduced and/or expanded its collaboration with community-based initiatives sponsored by local government and private non-profit providers. Some 14 collaborative initiatives at various institutions helped close gaps in services that help repair, build and reunify families, better serve those with acute health care issues and assist Maryland's communities better prepare and serve those in need.

The office is committed to examining strategies and coordinating programs and best practices that meet the needs of inmates, their families and communities. The success of the Division's partnership with Big Brothers Big Sisters' Amachi program "People of Faith Mentoring Children of Promise" showcases what can be achieved and was cited as a national model for best practices.

As Volunteer Services continue to implement programs that best serve the needs of inmates, we will be challenged to fulfill the critical responsibility of screening, orientating and monitoring the thousands of volunteers who enter institutions throughout Maryland.

#### Accomplishments:

- Coordination of over 2,000 registered and 1,200 citizen participant volunteers.
- More than 11,000 volunteer visits to institutions that represented over 30,000 hours of program service.
- Collaborated with the Maryland Correctional Administrators Association to explore how best to manage a State-wide volunteer registration and coordination project.

*Continued on next page*

## Program Summary

Needs assessments and feedback through surveys helped to determine re-entry and Transition Services preparing inmates for release from each level of security. The focus of the Exit Orientation program was shaped from such feedback. Inmates participate in exit orientation sessions when they are within 90 days of release. In Fiscal Year 2007, the Exit Orientation program served more than 2,500 inmates. Over the brief history of this service, we have served more than 11,000 inmates.

Getting people together, understanding the issues of each jurisdiction, while maximizing resources, measuring performances and offering evidence-based programs to inmates are all ongoing keys to addressing how best to successfully assist men and women transition from prison to the community. This is essential to the Division's effort to increase public safety.

The strategy for Community Initiatives is to work with local government and community-based providers to help repair, build and reunify families and assist communities serve those in need. Working with inmates from the time of incarceration until their release helps them seek, find, maintain and/or build stable living situations that reduce re-offending rates. Without the collaboration of our partners we could not offer such a coordinated approach to the delivery of services.

Through such networks, we coordinated:

- Child Support Enforcement targeting non-custodial incarcerated parents.
- Re-entry reunification and mediation family services for inmates wishing to return to families with strained relationships.
- Goodwill Industries provision of employment, housing and access to social services to inmates at all security levels.
- Children of Prisoners' Services provided opportunities for children and parents to maintain meaningful contact.

### *Victim Services*

The Victim Services Unit encourages victims to interact with the Division of Correction and one way of doing this was to hold a round-table discussion after our annual prison tour. The tour itself, took place at the Baltimore Pre-Release Unit for Women. Afterwards, victims and criminal justice professionals came together to discuss solutions for victim-related issues.

In addition, during Fiscal Year 2007, the Victim Services Unit moved to DOC Headquarters which has allowed victim services issues to be more in the forefront of the administration's decision-making.

#### Accomplishments:

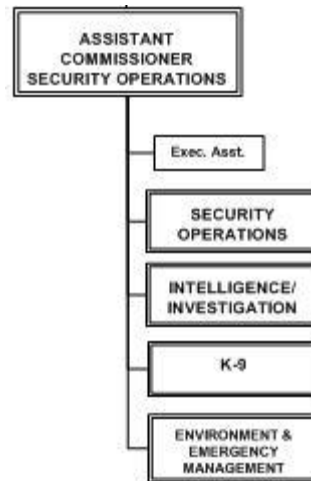
- With the assistance of ITCD, organized and hosted a departmental victim services training via "Internet hookup". This training, titled "Achieving Excellence in Correctional Victim Services through Collaboration" was provided by the National Institute of Corrections. The four-day training included topics such as, restitution/compensation, crisis intervention, and the impact on the victim during inmate re-entry.
- Began processing provisional leave requests by sending notification to victims as provided by law. The types of letters for consideration and approval/disapproval are for work release, family leave, special leave, compassionate leave and home detention placement.
- Assisted with the annual DPSCS Kick Off event to commemorate National Victims' Rights Week. Over 150 participants attended this ceremony held at the Maryland Police and Correctional Training Commissions.
- Organized two workshops for the first Restorative Justice Conference held in Maryland. These workshops dealt with the impact of crime on victims and female inmates training seizure dogs to assist disabled individuals.
- Processed 1,308 victim notification requests and 274 victim impact statements.



# Security Operations



*James V. Peguese*  
*Assistant Commissioner*



Mr. Peguese started his career with the Division in October 1978 at the former Maryland Penitentiary (MP) as a Correctional Officer. Following the death of Officer Herman Toulson, he was called upon to operate the segregation unit where he helped to restore order to the infamous South Wing. In 1988, Mr. Peguese transferred to the Maryland Correctional Adjustment Center as a member of the transition team. He participated in the opening of the institution and received the first inmates. Briefly in 1998, he returned to the MP as Security Chief and then transferred to the Maryland House of Correction in 1999. He was proud to be a part of *Operation 99* ~ the primary mission to restore order and integrity to the House. In 2002, Mr. Peguese was appointed Warden at the Jessup Correctional Institution. During his first two years, he was able to reduce staff assaults by more than 50%.

In 2005, he was appointed Assistant Commissioner for Security Operations. Drawing on his 29 years of correctional experience, he is responsible for evaluating security at all Division institutions and recommending changes/additions and new methods for establishing and maintaining security. This is accomplished through the oversight of many specialized teams and groups to include: Program Audit Review Team, Staffing Analysis and Overtime Management, Emergency Preparedness, Hostage Negotiation Team, Canine Unit, Special Operations Group, Critical Incident Stress Management, Contraband Interdiction Team, Intelligence Coordinating Unit, and Honor Guard.

# Program Summary

## Security Operations

Staff in the Security Operations Unit (SOU) provides effective management of security operations for all Division of Correction institutions by developing, interpreting and assessing policies and procedures. Staff reviews and monitors Serious Incident Reports and Use of Force Reports submitted by Wardens. Statistical data is generated from several sources to develop monthly, quarterly and annual reports for inmate urinalysis testing and use of force. Other statistical and comparative reports are produced as necessary, which assist in monitoring trends and security concerns. Staff also provides the analysis of data obtained by the Intelligence Coordinating Unit to assist in maintaining order in our institutions. The intelligence gathered is also shared with other agencies throughout the state. Sub-units include:

- Security Operations Audit Team ~ conducts audits of Division of Correction (DOC) institutions to ensure compliance with all applicable laws, regulations, and policies. These evaluations are designed as a management tool.
- Staffing Analysis and Overtime Management ~ reviews institutional staffing plans in conjunction with the Assistant Commissioner of Administrative Services to determine appropriate staffing levels.
- Hostage Negotiation Team ~ Departmental personnel specifically trained in Crisis/Hostage negotiation methods and techniques. An in-house training program is being developed.
- Special Operations Group (SOG) ~ this tactical unit is utilized for responses to emergencies within our institutions and is dispatched only by the Assistant Commissioner. This unit is detailed to court rooms in plain clothes and used for high risk interstate transport of inmates.
- Critical Incident Stress Management ~ a Departmental program designed to facilitate Crisis Intervention for Department of Public Safety and Correctional Services employees through specifically trained staff members. The Administrative Officer for Mental Health manages this program through the Office of Treatment Services. The services of this program are activated only through the Security Operations Unit during stressful times such as disturbances or serious traumatic occurrences.
- Contraband Interdiction Team ~ the goal of this team is to provide a safer environment for staff, inmates, and visitors. This is achieved by conduct-

ing rigorous searches for contraband that has found its way into our institutions.

- Honor Guard ~ a group of highly skilled, volunteer correctional personnel used to provide professional ceremonial honors for events and deserving individuals.

## Canine (K-9) Staff



This unit enhances security at Maryland institutions by providing highly trained K-9 teams that are visible and can respond immediately to deter and calm institutional events or provide drug detection capabilities. Teams conduct searches for controlled dangerous substances (CDS) at entry points of the institutions, as well as all grounds and buildings. Certified handlers and their canine partners also support the Special Operations Group in tactical responses to emergencies.



*Maverick on Vehicle Search*

*Continued on next page*

## Program Summary

To increase the number of available dogs, a puppy program was established. Dedicated K-9 staff raise and train the puppies on their own time.

### Accomplishments:

- Recorded over 77,000 drug dog scans.
- Seized narcotics on 46 separate occasions.
- Recovered other types of contraband (cell phones, tobacco, knives) on 18 occasions.
- Effected the arrests of 24 individuals.
- Logged over 9,500 man hours utilizing patrol dogs.
- Responded to 25 separate incidents requiring patrol dog presence.
- Received and maintained National Drug Dog Certifications.
- Provided K-9 training to ten allied agencies – totaling 16 teams.
- Successfully birthed 12 puppies from breeding program.
- Conducted puppy naming campaign involving children of DOC employees.



*Puppy Naming Contest  
Winner and "his"  
Puppy Ruger*

### Environment and Emergency Management

This unit has established plans to address emergency incidents within the Division's institutions to include natural disasters. Currently, the Department's Pandemic Influenza Preparedness Plan is being reviewed to ensure that it provides the necessary guidance and parameters in the event a pandemic occurs.

### Accomplishments:

- Provided technical assistance and oversight of institutions on emergency preparedness.

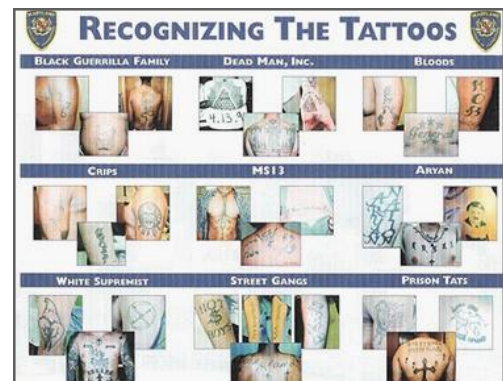
- Attended National Institute of Corrections' sponsored training ~ A Guide to Preparing for and Responding to Prison Emergencies.
- Initiated revision of Departmental Directive to conform to format from above training.
- Facilitated an Avian Flu emergency exercise.
- Participated as a board member on the Environmental Advisory Management Board to ensure hazardous materials are being handled appropriately.
- Participated in Maryland Emergency Management Agency (MEMA) exercises and training at the State Emergency Operations Center on the following topics:
  - Hurricane/Flood Disaster Management
  - New Web-Based Exercises
  - National Incident Management System (NIMS) Compliance Training
  - Damage Assessment Training

### Intelligence/Investigations

This unit is responsible for gathering information on any threat to the security of the Division's institutions while providing timely analysis and intelligence information for decision-making. The unit functions in several capacities including: identification and investigative duties, information sharing and coordination, as well as security threat group awareness training.

Maryland has identified more than 200 gangs with a collective membership more than 1,000 strong. The Department has brought together more than 70 criminal justice stakeholders to identify critical issues that must be addressed in order to curb gang violence.

Under the Governor's Gang Prevention Initiative, the unit received a Governor's Citation for conducting gang awareness training to federal, state and local law enforcement agencies as well as to Maryland citizens.

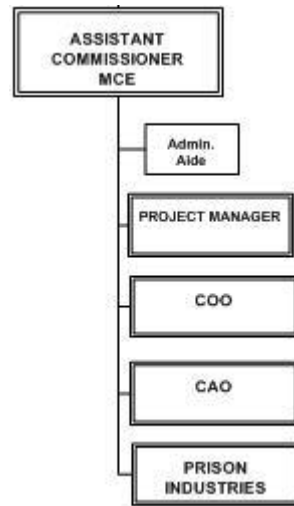




## Maryland Correctional Enterprises



*Stephen Shiloh  
Chief Executive Officer*



Mr. Shiloh is an Assistant Commissioner of Correction serving as the Chief Executive Officer of the Maryland Correctional Enterprises (MCE) - the prison industry arm of the Division. MCE's mission is to provide inmates with work skills and work ethics, reduce prison idleness, provide quality products and services and to be a self-supporting state agency. In Fiscal Year 2007, MCE generated revenues in excess of \$48 million and employed 1,271 inmates in 30 manufacturing plants and service centers. MCE is the 9<sup>th</sup> largest prison industries in regards to revenues in the United States. Since June 2002 MCE has transferred \$8 million to the State's General Fund to assist with the state's budget deficit.

Prior to being appointed as the MCE Chief Executive in 1991, Mr. Shiloh managed all of the MCE prison manufacturing plants and distribution center located at the three state institutions in Hagerstown. He attended Catonsville Community College, the University of Maryland at College Park, and the University of Maryland - University College studying both Business Management and Engineering. Mr. Shiloh is a past Vice-Chair and Chair of the National Correctional Industries Association (NCIA) Northeast region and also has served on the NCIA Board of Directors. He currently serves on the American Correctional Association (ACA) Correctional Industries committee and is an ACA *Certified Corrections Executive*.

## Summary

Maryland Correctional Enterprises (MCE) is a financially self-supporting state agency that provides structured employment and training activities for inmates. MCE's goal is to improve inmate employability upon release, reduce prison idleness, and to produce high quality goods and services for resale.

In March 2006, incidents at the former Maryland House of Correction (MHC) led to a lock down situation which negatively affected MCE's production, revenues and inmate employment. Incidents and lock downs continued until MHC was closed in March 2007. This action will necessitate the relocation of MCE's Mattress and Uniform Plants at a later date.

### Accomplishments:

- MCE had unaudited revenues of \$48.07 million, unaudited net operating income of \$2.67 million, and employed 1,271 inmates.
- MCE's direct economic contribution (through salaries, wages, and purchases of private sector goods and services) to the State's economy was approximately \$20.5 million in Fiscal Year 2007.
- Three Prison Industry Enhancement (PIE) partnerships with the private sector were in operation during FY 2007. Two PIE programs were located in Metal I and Metal II.
- The annual Strategic Business Plan FY 2007-2009, based on Managing for Results, was distributed to all employees, the Management and Customer Councils, and personnel of the DPSCS and DOC. In preparation for the "MCE Strategic Business Plan, FY 2008-2010", the seventh annual Managing for Results Seminar was held at the Maritime Institute on May 15, 2007.
- In September 2005, the Department of Budget and Management approved the transfer of laundry services from the Division of Correction to MCE. The new equipment purchased by MCE for Central Laundry is expected to be installed and operational by the end of November 2007. This transfer is scheduled to occur in January 2008.
- The Civil Engineering Firm of Gannett-Fleming completed the civil engineering site design for the Hagerstown Warehouse Expansion Project.
- Completed the 12-month inspection of the MCE building located at the Maryland Correctional Institution for Women.
- Over a 13 year study period, the comparison of released MCE inmates with the DOC general population reflects that MCE recidivism rates are 65% lower than the DOC rate in the first year, 57% in the second year, and 53% in the third year. MCE recidivism rates continue to be more than 58% lower than the DOC rate.
- For 15 years, the MCE Meat Plant has prepared, deboned and cooked approximately 900 turkeys for Bea Gaddy's annual Thanksgiving Day dinner in Baltimore that serves more than 25,000 needy people. One full week in November is devoted by the facilities and personnel of the Meat Plant for this activity.
- Noteworthy media articles:
  - *Maryland Inmates Prepare Turkeys for Bea Gaddy Dinner* ~ Capital News Service, November 16, 2007
  - *Web Catalog Offers Prison-Made Products* ~ The Baltimore Sun, November 26, 2006
  - *Rehab Behind Bars* ~ The Baltimore Sun, February 19, 2007
  - MCE's Marketing Coordinator authored an article which appeared in the Spring 2007 issue of the National Correctional Industries Association Newsletter. The article featured the MCE Design Plant located at MCI-W.
- During FY 2007, MCE began to establish several programs to assist MCE inmate workers:
  - MCE CARES (Continuing Allocation of Re-Entry Services) will be established at the Central Laundry Facility in January 2008. This program will offer education and transition services for inmates.
  - Workforce Development/Job Placement - MCE has entered into a partnership with the Mayor's Office of Employment Development and the State Department of Education to offer job placement services for former MCE inmate workers.
  - MCE will also offer Experience Certificates and Evaluation Certificates to current MCE inmate workers.
- In order to increase and improve communications with customers, in FY 2007 MCE developed its first "magazine-type" catalog, created a new website, and can now send information and updates to customers via e-mail.
- The MCE Clearance Sale which ran from April 2 to April 13, 2007 produced sales of \$60,674.00.

# Maryland House of Correction

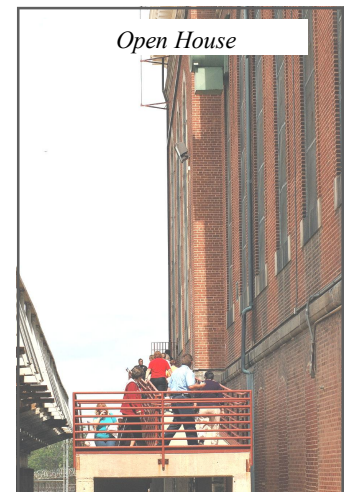
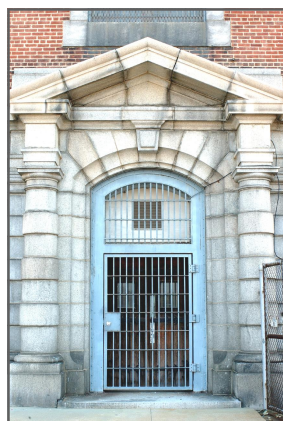
After a brutal assault on a correctional officer in March 2007, newly appointed Secretary Gary D. Maynard along with Governor Martin O'Malley, agreed that the Maryland House of Correction (MHC) should be closed. This decision was made after reviewing the death of an officer and several inmates in 2006 in addition to the large number of assaults to staff and inmates, the physical layout of the institution and the danger to staff and inmates if the institution remained opened.

Governor O'Malley held a press conference at MHC on March 16, 2007 and announced its official closing. He stated that all of the inmates had been re-located to other institutions and that all of the more than 400 correctional officers and other staff would be reassigned.

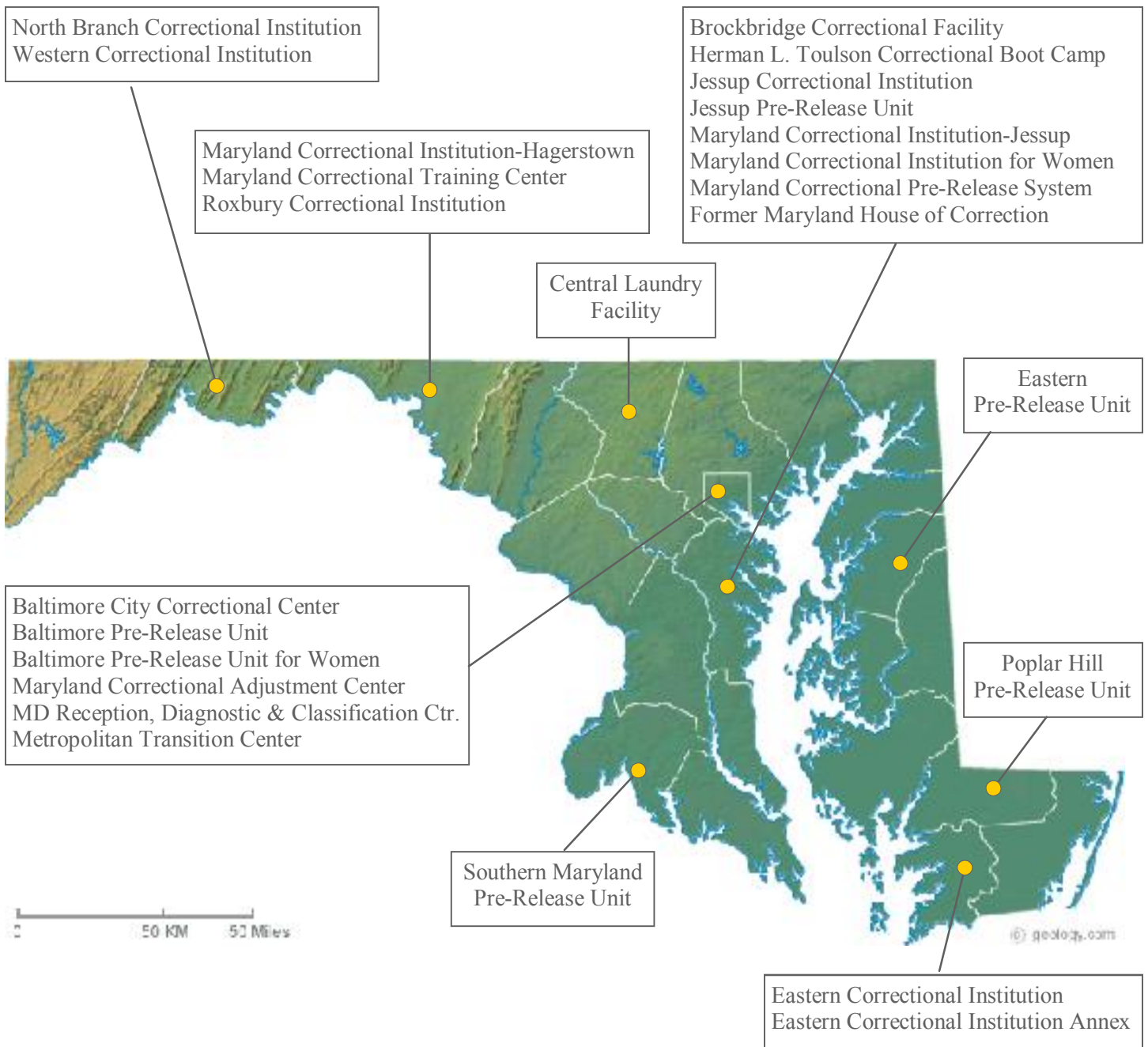


On May 5, 2007, the House of Correction held an open house for former employees and their families. The purpose of the open house was for former staff to bring their families to see where they had worked and to have a better understanding of what it means to work in a correctional institution. More than 500 visitors attended the open house as former employees said a final farewell. During the open house, Secretary Maynard officially renamed the Maryland House of Correction Road to David McGuinn Road in honor of Officer McGuinn who died in the line of duty.

The institution is located in Jessup and opened in 1878 and was one of America's oldest operating prisons. Its original design capacity was 699. Eight inmates were received in the first month of the institution's opening and ten years later in 1888, the population had increased to 325; including both males and females. At the time of its closing, the House had an average daily population of close to 1,200 male inmates.







## Statistical Data

Statistical information contained in this report was provided courtesy of the Department of Public Safety and Correctional Services' Office of Planning, Policy, Regulations and Statistics.

<b>SEX AND RACE DISTRIBUTION</b>										
As of June 30, 2007										
<b>Sex Distribution *</b>			<b>Race Distribution **</b>							
<b>Institution</b>	<b>Male</b>	<b>Female</b>	<b>Black</b>		<b>White</b>		<b>Indian</b>	<b>Asian</b>	<b>Unk</b>	<b>TOTAL</b>
			<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>Count</b>	<b>Count</b>	
ECI	3,337		2,475	74.3%	740	22.2%	0	5	111	3,331
MTC	1,759		1,425	81.5%	277	15.8%	0	2	45	1,749
MCAC	186		177	77.0%	41	17.8%	0	0	12	230
MRDCC	894		629	67.6%	188	20.2%	1	0	113	931
MHC-X	1,298		1,036	79.0%	254	19.4%	0	4	17	1,311
MHC	1,041		782	71.9%	256	23.6%	1	3	45	1,087
MCI-J	2,049		1,403	68.5%	574	28.0%	2	4	64	2,047
MCI-H	2,794		2,056	74.5%	646	23.4%	0	2	55	2,759
RCI	1,730		1,232	71.5%	435	25.2%	1	2	53	1,723
WCI	2,179		1,555	71.7%	564	26.0%	2	0	49	2,170
BCF	643		519	76.5%	123	18.1%	0	0	36	678
PATX. ANNEX	307		231	71.5%	78	24.1%	0	1	13	323
MCI-W		866	537	60.8%	258	29.2%	2	3	83	883
JPRU	590		431	73.3%	121	20.6%	0	1	35	588
CLPRU	515		365	70.6%	116	22.4%	1	0	35	517
BCCC	499		417	83.4%	56	11.2%	0	0	27	500
EPRU	177		115	65.0%	50	28.2%	0	0	12	177
BPRU	191		174	92.6%	13	6.9%	0	1	0	188
PHPRU	187		122	64.6%	54	28.6%	0	1	12	189
SMPRU	177		138	76.7%	39	21.7%	0	0	3	180
TBC	379		257	67.5%	78	20.5%	0	1	45	381
HDU	186	21	159	78.7%	36	17.8%	0	1	6	202
CONTRACT	143		117	86.7%	12	8.9%	0	0	6	135
BPRUW		119	73	63.5%	32	27.8%	0	0	10	115
BCDC	143	54	146	83.4%	28	16.0%	0	0	1	175
<b>TOTAL</b>	<b>21,404</b>	<b>1,060</b>	<b>16,571</b>	<b>73.4%</b>	<b>5,069</b>	<b>22.5%</b>	<b>10</b>	<b>31</b>	<b>888</b>	<b>22,569</b>
* Manual data    ** Automated data										
<p>The totals for the June 30, 2007 population presented in the following tables, with the exception of the sex distribution table, represent the OBSCIS (Offender Based State Correctional Information System) data available for the respective categories on that date. The totals on the Sex Distribution table represent the actual total population for the facilities listed. Differences between categories are due to missing data on the automated system. Information for an additional 284 inmates housed in local jails, Pre-trial and P&amp;P Home Detention and MCAC Federal contract is not available. The WCI counts include approximately 424 inmates housed at North Branch Correctional Institution.</p>										

## Statistical Data

### RACE AND SEX OF COMMITTED PERSONS

FISCAL YEAR 2007

RACE	Males Processed		Females Processed		Total
Black	7,453	71.6%	473	53.3%	7,926
White	2,235	21.5%	244	27.5%	2,479
Other/Unknown	719	6.9%	171	19.3%	890
<b>TOTAL</b>	<b>10,407</b>	<b>100.0%</b>	<b>888</b>	<b>100.0%</b>	<b>11,295</b>

### PLACES OF BIRTH OF COMMITTED PERSONS

FISCAL YEAR 2007

Birthplace	Males Processed		Females Processed		Total
Maryland	6,700	64.4%	697	78.5%	7,397
District of Columbia	367	3.5%	41	4.6%	408
New Jersey	49	0.5%	10	1.1%	59
New York	157	1.5%	18	2.0%	175
North Carolina	80	0.8%	8	0.9%	88
Pennsylvania	74	0.7%	16	1.8%	90
South Carolina	40	0.4%	9	1.0%	49
Virginia	80	0.8%	17	1.9%	97
Other States	250	2.4%	60	6.8%	310
Outside United States	192	1.8%	11	1.2%	203
Unknown	2,418	23.2%	1	0.1%	2419
<b>TOTAL</b>	<b>10,407</b>	<b>100.0%</b>	<b>888</b>	<b>100.0%</b>	<b>11,295</b>



## Statistical Data

### AGE DISTRIBUTION FOR TOTAL POPULATION

As of June 30, 2007

Age Group	Count	Percentage
Under 17 Years	7	0.0%
17 Years	44	0.2%
18 Years	135	0.6%
19 Years	343	1.5%
20 Years	483	2.1%
21 Years	607	2.7%
22 Years	668	3.0%
23 Years	774	3.4%
24 Years	755	3.3%
25 Years	789	3.5%
26-30 Years	3,861	17.1%
31-35 Years	3,093	13.7%
36-40 Years	3,510	15.6%
41-50 Years	5,414	24.0%
51-60 Years	1,657	7.3%
Over 60 Years	419	1.9%
<b>TOTAL</b>	<b>22,559</b>	<b>100.0%</b>

Average Age: 35.7 Years

### AGE GROUPS OF COMMITTED PERSONS

FISCAL YEAR 2007

Age	Males Processed		Females Processed		Total
16 Years & Younger	18	0.2%	0	0.0%	18
17 Years	58	0.6%	0	0.0%	58
18 Years	222	2.1%	11	1.2%	233
19 Years	434	4.2%	10	1.1%	444
20 Years	455	4.4%	19	2.1%	474
21 Years	437	4.2%	20	2.3%	457
22-25 Years	1,618	15.5%	96	10.8%	1,714
26-30 Years	1,483	14.3%	122	13.7%	1,605
31-35 Years	1,198	11.5%	149	16.8%	1,347
36-40 Years	1,490	14.3%	193	21.7%	1,683
41-50 Years	2,370	22.8%	233	26.2%	2,603
51-60 Years	542	5.2%	31	3.5%	573
61 Years & Older	82	0.8%	4	0.5%	86
Unknown	0	0.0%	0	0.0%	0
<b>TOTAL</b>	<b>10,407</b>	<b>100.0%</b>	<b>888</b>	<b>100.0%</b>	<b>11,295</b>

## Statistical Data

### SENTENCE DISTRIBUTION FOR TOTAL POPULATION

As of June 30, 2007

Sentence	Count	Percentage
3 Months	141	0.6%
4-6 Months	205	0.9%
7-12 Months	340	1.5%
13-18 Months	619	2.8%
19 Months-2 Years	730	3.2%
25 Months-3 Years	1,373	6.1%
37 Months-5 Years	3,450	15.4%
61 Months-8 Year	2,762	12.3%
97 Months-10 Years	2,217	9.9%
121 Months-15 Years	2,529	11.3%
More Than 15 Years	5,833	26.0%
Life	2,276	10.1%
<b>TOTAL</b>	<b>22,475</b>	<b>100.0%</b>

Average Sentence Length: 167.0 Months\*

Average Stay Length: 60.8 Months\*\*

\* Average Sentence Length is calculated based on Total Sentence Length and does not include Life sentences.

\*\* Average Length of Stay reflects the average length of time served in the Division as of the date of the report. This figure is not based on releases and may include time served at more than one institution.

### LENGTHS OF SENTENCES OF COMMITTED PERSONS

FISCAL YEAR 2007

Sentence	Males Processed		Females Processed		Total
3 Months	2,433	23.4%	22	2.5%	2,455
4-6 Months	927	8.9%	119	13.4%	1,046
7-12 Months	871	8.4%	135	15.2%	1,006
13-18 Months	851	8.2%	148	16.7%	999
19 Months-2 Years	737	7.1%	102	11.5%	839
25 Months-3 Years	944	9.1%	111	12.5%	1,055
37 Months-5 Years	1,515	14.6%	127	14.3%	1,642
61 Months-8 Years	770	7.4%	57	6.4%	827
97 Months-10 Years	454	4.4%	33	3.7%	487
121 Months-15 Years	387	3.7%	23	2.6%	410
More Than 15 Years	454	4.4%	10	1.1%	464
Life	64	0.6%	1	0.1%	65
<b>TOTAL</b>	<b>10,407</b>	<b>100.0%</b>	<b>888</b>	<b>100.0%</b>	<b>11,295</b>

## Statistical Data

### OFFENSE DISTRIBUTION FOR TOTAL POPULATION

As of June 30, 2007

Offense *	Count	Percentage
Arson	81	0.4%
Assault	3,077	13.7%
Auto Theft	245	1.1%
Burglary	1,238	5.5%
Court Violation	63	0.3%
Domestic	159	0.7%
Drug Offense	4,830	21.5%
Escape	77	0.3%
Forgery	54	0.2%
Fraud	46	0.2%
Kidnapping	197	0.9%
Larceny	1,024	4.6%
Manslaughter	248	1.1%
Murder	4,614	20.5%
Prostitution	29	0.1%
Robbery	3,360	14.9%
Sexual Assault	1,938	8.6%
Sex Other	132	0.6%
Traffic Violation	108	0.5%
Weapons	882	3.9%
Other	77	0.3%
<b>Total</b>	<b>22,479</b>	<b>100.0%</b>

\* Major Offense for Each Person.



## Statistical Data

MAJOR OFFENSES OF COMMITTED PERSONS					
FISCAL YEAR 2007					
Offense*	Males	%	Females	%	TOTAL
Arson	39	0.4%	5	0.6%	44
Assault	1,435	13.8%	96	10.8%	1,531
Auto Theft	201	1.9%	13	1.5%	214
Burglary	570	5.5%	29	3.3%	599
Court Violation	77	0.7%	1	0.1%	78
Domestic Relations	61	0.6%	13	1.5%	74
Drug Offense	4,234	40.7%	398	44.8%	4,632
Escape	84	0.8%	4	0.5%	88
Forgery	41	0.4%	11	1.2%	52
Fraud	29	0.3%	19	2.1%	48
Kidnapping	31	0.3%	0	0.0%	31
Larceny	877	8.4%	138	15.5%	1,015
Manslaughter	55	0.5%	6	0.7%	61
Murder	300	2.9%	11	1.2%	311
Prostitution	22	0.2%	57	6.4%	79
Sexual Assault	226	2.2%	3	0.3%	229
Robbery	798	7.7%	50	5.6%	848
Sex Other	99	1.0%	4	0.5%	103
Traffic Violation	500	4.8%	10	1.1%	510
Weapons	460	4.4%	10	1.1%	470
Others	268	2.6%	10	1.1%	278
<b>Total</b>	<b>10,407</b>	<b>100.0%</b>	<b>888</b>	<b>100.0%</b>	<b>11,295</b>
* Major Offense for Each Person					

## Statistical Data

### JURISDICTION FROM WHICH COMMITTED PERSONS WERE RECEIVED

FISCAL YEAR 2007

Jurisdiction	Males Processed		Females Processed		Total
Baltimore City	6,601	63.4%	518	58.3%	7,119
<b>Counties</b>					
Allegany	64	0.6%	9	1.0%	73
Anne Arundel	297	2.9%	22	2.5%	319
Baltimore	894	8.6%	98	11.0%	992
Calvert	55	0.5%	5	0.6%	60
Caroline	33	0.3%	1	0.1%	34
Carroll	86	0.8%	13	1.5%	99
Cecil	134	1.3%	12	1.4%	146
Charles	236	2.3%	22	2.5%	258
Dorchester	58	0.6%	3	0.3%	61
Frederick	101	1.0%	6	0.7%	107
Garrett	11	0.1%	3	0.3%	14
Harford	295	2.8%	47	5.3%	342
Howard	84	0.8%	9	1.0%	93
Kent	24	0.2%	3	0.3%	27
Montgomery	214	2.1%	10	1.1%	224
Prince George's	481	4.6%	19	2.1%	500
Queen Anne's	52	0.5%	2	0.2%	54
Somerset	76	0.7%	5	0.6%	81
St. Mary's	66	0.6%	3	0.3%	69
Talbot	36	0.3%	6	0.7%	42
Washington	253	2.4%	43	4.8%	296
Wicomico	190	1.8%	27	3.0%	217
Worcester	60	0.6%	2	0.2%	62
Other	6	0.1%	0	0.0%	6
<b>TOTAL</b>	<b>10,407</b>	<b>100.0%</b>	<b>888</b>	<b>100.0%</b>	<b>11,295</b>

## Statistical Data

**BY JURISDICTION, PERSONS COMMITTED TO THE DOC  
WITH LIFE SENTENCES AND DEATH SENTENCES \***  
DURING FISCAL YEAR 2007

Committing Jurisdiction	Life	Death	TOTAL
Baltimore City	23	0	23
Allegany	0	0	0
Anne Arundel	1	0	1
Baltimore County	10	0	10
Calvert	1	0	1
Caroline	1	0	1
Carroll	0	0	0
Cecil	0	0	0
Charles	3	0	3
Dorchester	1	0	1
Frederick	1	0	1
Garrett	0	0	0
Harford	1	0	1
Howard	1	0	1
Kent	0	0	0
Montgomery	4	0	4
Prince George's	13	0	13
Queen Anne's	0	0	0
Somerset	1	0	1
St. Mary's	0	0	0
Talbot	0	0	0
Washington	1	0	1
Wicomico	3	0	3
Worcester	0	0	0
OTHER STATES	0	0	0
<b>TOTAL</b>	<b>65</b>	<b>0</b>	<b>65</b>

\* Information is from the automated system. Life Sentences include life plus sentences.



## Statistical Data

### INTAKES AND RELEASES FOR FISCAL YEAR 2007

<b>Intakes</b>	<b>Total</b>	<b>Monthly Average*</b>
Processed Commitments	11,295	941
Change in Jail Back-up	18	2
Returned from Parole	3,304	275
Returned from Escape	181	15
Returned from Mental Hospitals	0	0
Returned from Patuxent Instituti	94	8
Other Intakes	73	6
<b>TOTAL INTAKE</b>	<b>14,965</b>	<b>1,247</b>

<b>Releases</b>	<b>Total</b>	<b>Monthly Average*</b>
Expiration	4,543	379
Mandatory	5,169	431
Paroles	2,121	177
Continued on parole / mandatory	2,148	179
Commutations	2	0
Court Order	313	26
Pardoned	0	0
To Patuxent Institution	152	13
To Mental Hospital	0	0
Deaths	62	5
Escapes	166	14
Other releases	248	21
<b>TOTAL RELEASES</b>	<b>14,924</b>	<b>1,244</b>

\* Due to rounding, the sum of the individual averages doesn't necessarily equal the total average.

## *Operating Costs*

<b>Division of Correction Institutions</b>	
<i><b>Item</b></i>	<i><b>Operating Costs</b></i>
General Fund	\$631,973,314.00
Special Fund	\$16,485,692.00
Federal Fund	\$7,426,004.00
Reimbursable	\$5,017,322.00

<b>Division of Correction Headquarters</b>	
<i><b>Item</b></i>	<i><b>Operating Costs</b></i>
General Fund	\$42,351,341.00
Special Fund	\$125,812.00
Federal Fund	\$1,280,544.00
Reimbursable	\$72,419.00



*Department of Public Safety and Correctional Services*

*Division of Correction  
Annual Report ~ Fiscal Year 2007*

*Governor Martin O'Malley  
Lt. Governor Anthony G. Brown  
Secretary Gary D. Maynard  
Interim Commissioner J. Michael Stouffer*



*~ Desktop Publishing by Wanda Miller, Administrative Officer ~  
~ Printed by Maryland Correctional Enterprises ~*